

MARCH 1, 1946



TWENTY-FIVE CENTS

# Sales Management

## PRODUCT DEMONSTRATION

Why every Hurley salesman must learn to iron a shirt.

See page 37.



## CAREERS IN SELLING

What have they to offer to youth? Seven sales leaders answer.

See page 42.



## HIRING SALESMEN

What traits distinguish the bellwethers from the herd?

See page 54.



THE MAGAZINE OF MODERN MARKETING

# \$10,000 to help you Create Better



A copy will be mailed  
upon request.

Ask for Booklet S1

We invested this substantial amount in this book about NATIONAL loose leaf binders because we believe the correct "housing" for today's catalogs, price lists, sales portfolios and manuals is vitally important. This book will give you all the latest information on binding mechanisms, materials and designs for such publications. Preliminary distribution has demonstrated that it is a MUST for the reference files of Sales and Advertising Managers, Advertising Agencies and all business executives interested in the preparation of books of this type. It is a sure guide to efficiency, quality and appearance.

**NATIONAL BLANK BOOK COMPANY**  
HOLYOKE, MASSACHUSETTS

● NEW YORK—100 AVENUE OF THE AMERICAS  
● CHICAGO—209 S. JEFFERSON STREET

● BOSTON—45 FRANKLIN STREET  
● SAN FRANCISCO—747 RIALTO BUILDING



## THOMAS McCLOSKEY



### Young Philadelphia schoolboy plays on losing team, but wins high honors at Football Banquet given by The Evening Bulletin

Nearly 60,000 Philadelphians sat in Franklin Field last fall and saw Southern High defeat West Catholic for the city football title and thereby gain possession of The Evening Bulletin Cup.

But when The Bulletin presented this handsome trophy at a banquet given for more than 300 guests, the players of both squads got together and nominated Thomas McCloskey, West Catholic guard, as the outstanding player in the championship game.

The banquet was a very happy occasion, dedicated to the advance of clean competitive sports in Philadelphia. Side by side sat the players of both squads. Present also were their proud parents, their school principals and coaches, and other special guests.

Sponsorship of this event offers more evidence of how closely The Bulletin lives with the people of Philadelphia. It helps to explain why The Bulletin is the preferred newspaper of these people... why they trust its editorial content... *why they use its advertising columns as their reliable shopping guide.*

★ ★ ★

*The Evening Bulletin has a circulation exceeding 600,000, the largest evening circulation in America. It is read by four-fifths of the Philadelphia families.*

# Sales Management

VOL. 56, NO. 5; MARCH 1, 1946

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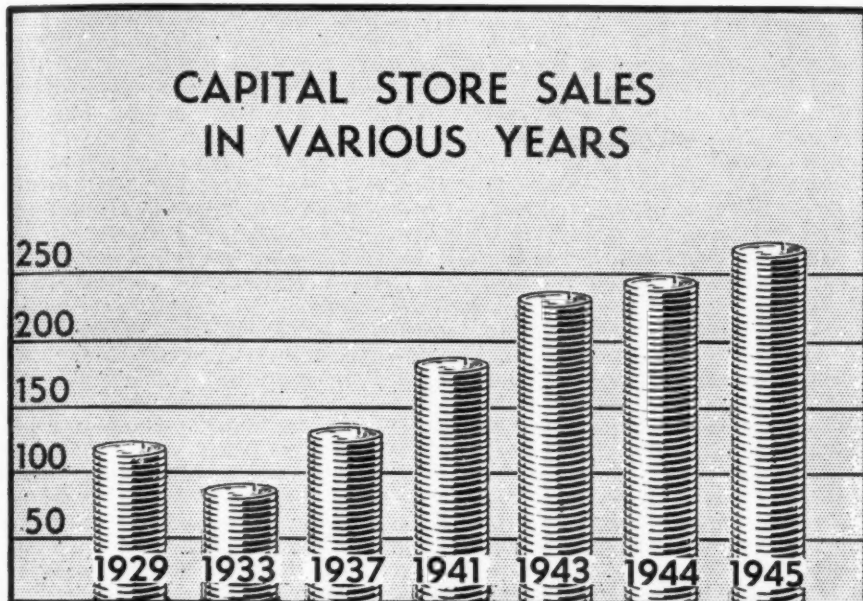
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# EXCERPTS FROM "WASHINGTON (D. C.) FACTS AND FIGURES"

Popular business barometer of The Capital—now in its tenth year—is published quarterly by The Washington Star.



Department Store Volumes as Reported by Richmond Reserve Bank  
1923-25 Average Equals 100

Based on monthly estimates prepared by

**DONALD B. HADLEY**

*Business Editor*

*The Evening Star, Washington, D. C.*

**S**ARDINES in a can have plenty of room compared with Washington's overflowing population in the spring of 1946.

Returning servicemen, around a third with families, are combing the National Capital for a place to live and are finding it tough going although new priority regulations give them first call on anything available up to \$10,000 sale value or \$80-a-month rent. For others, there is nothing.

District Housing Center officials say the shortage of living quarters is as bad as at any time during the war.

## Housing Shortage Acute

Figuring three months for completion, expanded home building of the last quarter of 1945 may bring some relief by June, but is expected to prove little more than a drop in the bucket. The shortage here has persisted despite completion of around 4,720 new family units in the Metropolitan Area during the last year.

Population estimates for the District of Columbia and outside sections of

the Metropolitan Area on December 31, 1945, are compared below with 1940 census totals:

	Dec. 31, 1945	April 30, 1940
D. C. ....	941,000	663,091
Outside .....	420,000	244,725
Met. Area ....	1,361,000	907,816

## More Insurance Sold

Sales of new ordinary life insurance in the District of Columbia set a new record of \$82,775,000 in 1945, a gain of 16% from the preceding year, the Life Insurance Management Association of Hartford announced.

In the face of continued shortages of goods and manpower, department store sales in Washington handled the largest dollar volumes in December and 1945 in their history.

## Retail Records Broken

The year's sales were 9% above 1944, 45% above prewar 1941 and 126% above 1929, the Federal Re-

serve Bank of Richmond showed in its monthly survey.

December sales were 9% above 1944, 26% above 1941 and 96% above 1929.

Total retail volume for 1945 reached around \$700,000,000 in the District of Columbia and around \$850,000,000 in the Washington Metropolitan Area, also new records. In prewar 1941, the estimates were \$520,000,000 and \$621,000,000 respectively.

## Jobs and Payrolls Lower

Expansion of private business helped to offset cuts in Government war agencies, but both employment and payrolls in the District of Columbia were below a year earlier near the close of 1945.

Government and private employment and payrolls here in November of various years are estimated below:

	TOTAL Employment	Payrolls
1941 .....	421,600	\$62,329,000
1943 .....	474,100	88,034,000
1944 .....	465,000	87,937,000
1945 .....	448,000	79,076,000
GOVERNMENT		
1941 .....	217,300	\$37,813,000
1943 .....	288,300	59,607,000
1944 .....	280,700	58,818,000
1945 .....	255,000	48,196,000
PRIVATE		
1941 .....	204,300	\$24,516,000
1943 .....	185,800	28,427,000
1944 .....	184,300	29,119,000
1945 .....	193,000	30,880,000

## Furniture Sales Up

Sales of 6 furniture stores in the District of Columbia were 39% above a year ago in November and were up 8% in the first 11 months of 1945, the Richmond Reserve Bank reported.

*"The most influential single selling force in Washington," is how many saleswise salesmen describe The Washington Star. It is the Capital's preferred newspaper, and is delivered—every evening and Sunday morning—to more homes in the Washington Market than any other newspaper—morning, evening, all day, or Sunday.*

**The Evening Star**

WITH SUNDAY MORNING EDITION  
WASHINGTON 4, D. C.





Keep your eyes on





# ...on the new Carolinas...

...where the people WBT serves have **DOUBLED** their income since 1940.

We've found the end of the rainbow. It's right in our own backyard. Stretching north and south from WBT's transmitter, through the great and growing Carolinas, is a pot of gold that has even us gasping—and we've been watching it grow for 20 years.

It's the product of determined teamwork by Carolina industry and agriculture. In 1940 this prosperous pair pulled \$751,484,000† powerful purchasing dollars into WBT's 83-county primary area\*. By 1944, they had pushed the Carolina's effective buying income to the raised-eyebrow level of \$1,688,476,000†. That's a 25% faster pace than was set by the nation as a whole—and it's still climbing!

To far-westerners that means more purchasing power than you'll find in all of metropolitan Seattle. To mid-westerners, more than Cincinnati. And to advertisers up-East, many more buying dollars than the big war-boom town of Buffalo has.

What's more, a good share of it is still sitting in Carolina banks just waiting to be spent. People in North and South Carolina increased their bank deposits 230% from 1940-1945—almost double the saving rate of the nation itself. Not counting what they may have at home in old sugarbowls and feather mattresses, Carolinians' 1945 bank accounts balanced at \$1,270,367,000\*.

That's only *part* of the Carolina scene for 1946. There's new business, new industries, new building, new jobs, bigger incomes ahead. Keep your eye on the *new* Carolinas, and let WBT—the *only* way to reach all of these 83 rich counties at once—keep Carolina eyes on your product and brand name.

\*CBS 7th Series Listening Areas, 1944.

†Sales Management's Survey of Buying Power, April 1941-May 1945.

\*Member Bank Call Reports, Federal Reserve System, June 1940-June 1945.



*The South's Pioneer Station*

THE CAROLINAS • 50,000 WATTS  
SOUTHEASTERN BROADCASTING COMPANY

Represented by Radio Sales, the SPOT Broadcasting Division of CBS



## Baton-Wielding Businessman

It's likely that you know of a well known manufacturer whose avocation is music. Well, we can go you one better—we know a big name musician whose avocation is manufacturing. If you love good music and are familiar with the Cities Service radio program, "Highways in Melody" and the Matchabelli program, "Stradivari Strings" you may sense that we are talking about Paul Lavalle.

One of the most popular conductors and outstanding arrangers in the realm of radio, Maestro Lavalle is also co-owner and co-operator of a humming industrial enterprise. During the war years his firm concentrated on the production of radar equipment for the Army and Navy.

Besides developing an oscilloscope unit for the Armed Forces, the company produced training tables and model instrument boards for bomber training centers. The firm, Viewtone Corp., New York City, now is busily returning to the production of television receiving sets and equipment. Chief objective of the company at the present time is the production of television sets to retail for approximately \$100. Lavalle is confident that his company will be one of the first to manufacture sets that will come within the purchasing power of those of moderate means. His serious interest in television began about 10 years ago and as he is a master mathematician it is not surprising that this particular field appealed to him.

Lavalle's penchant for mathematics also finds expression in his musical activities. At the Juilliard School of Music he recently delivered a lecture, "The Application



TEAMWORK: Maestro Lavalle (right) and NBC production ace, Jim Haupt, in a post-rehearsal gab session about broadcasting nuances and balances. Discussions continue after hours.

[ 8 ]

of Mathematics to Music." Here he presented a fresh slant on the creation of harmony, melody, rhythm and composition. He himself uses this new approach in the 18 or 20 arrangements he turns out each week. Unconventional as his theories may appear to some, the audience response to the charm of Lavalle arrangements cannot be denied.

His musical career had its beginning when he took up the study of the clarinet when he was a tyke in primary school. He was scarcely more than a teen-ager when he walked off with an important musical scholarship.

For a while Lavalle studied law at Columbia University but, fortunately for present-day radio fans, his first love, music, wooed him back.

On his few free evenings Lavalle and James Haupt, his close friend and NBC program producer, take time out for recreation. Do the boys have fun? You bet they do—they sit right down and go to work evolving more program building ideas.

## Ace Distributor

Just about a year ago United States Rubber Company's Fisk Tires Division Distributor Advisory Council recommended that the council members choose from Fisk's nation-wide family of independent tire distributors the one distributor in the country who best characterized the independent tire distributor—the man whose high ideals, whose service to his community, business practices, character best personified the ideal Fisk Tire distributor.

... And now they've bagged their man—Thomas E. Hogan, Thomas E. Hogan, Inc., Boston. He was chosen "The Fisk Tire Distributor of the Year" in a recent secret meeting held by the council members. J. C. Ray, Fisk sales manager, was notified—and he in turn presented an honorary plaque to Mr. Hogan. In presenting the plaque to him, Mr. Ray stated that Mr. Hogan had been an effective influence in shaping the destinies of all Fisk distributors. He was a member of the original Fisk Distributor Advisory Council, organized in 1940, was the council's first chairman, and as a member or honorary member (which latter distinction he now holds), has attended all council meetings. "He always can be counted on," says Mr. Ray, "to make valuable contributions to our discussions and he is truly a valued spokesman for the independent tire dealer."

It is significant that the first Fisk "Distributor of the Year" should have been chosen from the heart of New England—the birthplace of the Fisk "Times-To-Re-Tire" boy and the home of Fisk tires for nearly half a century. Go where you will in tire circles, the names of Tom Hogan and Fisk are synonymous. And if you traveled around with him in his own bailiwick, you'd get the impression that everybody in the Boston area knows and loves Tom Hogan.

Tom qualifies as the typical example of the poor boy who made good. He started as chauffeur for a wealthy Boston family in the days when automobiles were owned only by wealthy individuals. Along about 1907 his wealthy employer decided to tour Europe—and Tom and his beloved car went with him. For eight years they toured the foreign capitals. Then in 1915 they returned to the United States and a short time later Tom was drafted for service in World War I.

After he was honorably discharged from service, he decided to go into business for himself. His decision to

SALES MANAGEMENT

**TOTAL ADVERTISING, of the Fifty NEWSPAPERS - Year - 1945**  
(Both Six Day and Seven Day)  
As measured By Media Records, Inc.

	Lines
1. Milwaukee Journal - E & S .....	22,457,091
2. Chicago Tribune - M & S .....	22,437,696
3. Washington Star - E & S .....	21,409,322
4. Detroit News - E & S .....	20,473,036
5. New York Times - M & S .....	19,626,616

**... and the Record of a Steady Climb**

1935	1939	1943	1944	1945
Washington Star	Washington Star	Detroit News	<b>Milwaukee Journal</b>	<b>Milwaukee Journal</b>
New York Times	New York Times	Chicago Tribune	Washington Star	Chicago Tribune
Detroit News	Chicago Tribune	Washington Star	Chicago Tribune	Washington Star
Chicago Tribune	New York News	<b>Milwaukee Journal</b>	New York Times	Detroit News
New York News	Baltimore Sun	New York Times	Detroit News	New York Times
Baltimore Sun	Detroit News	Baltimore Sun	New Orleans Times	Baltimore Sun
Pittsburgh Press	<b>Milwaukee Journal</b>	Philadelphia Inquirer	Baltimore Sun	Houston Chronicle
St. Louis Post-Dispatch	Pittsburgh Press	Los Angeles Times	Philadelphia Inquirer	New Orleans Times
Los Angeles Times	Los Angeles Times	Los Angeles Examiner	Dallas Times-Herald	Philadelphia Inquirer
<b>Milwaukee Journal</b>	Akron Beacon-Journal	Akron Beacon-Journal	Houston Chronicle	Dallas Times-Herald
Pittsburgh Sun Tel.	Dallas Times-Herald	New Orleans Times	New York News	Columbus Dispatch
Baltimore American	Philadelphia Inquirer	New York Herald-Trib.	New York Herald-Trib.	New York Herald Tribune

The chart above shows what happens when advertisers discover an ideal newspaper market. Contributing to this evaluation of The Milwaukee Journal by advertisers is (1) Milwaukee's consistent record as one of America's most reliable metropolitan markets, rated tops among cities of 500,000 and over, in Sales Management magazine's monthly index of gains in retail activities since 1939 (2) Reader interest and acceptance which gives The Milwaukee Journal advertiser the most complete one-paper coverage available in any city of equal or greater size (3) One of the five lowest milline rates among the fifty leading newspapers.

Along with 22,457,091 lines of advertising space in 1945, The Milwaukee Journal provided the quality and quantity of editorial content to get it read in more than 9 out of 10 homes in the metropolitan area and nearly half of all urban homes in Wisconsin.

And we do mean that it is read! Ask to see the challenging reader traffic figures in "Sunday Study No. 1 of the Continuing Study of Newspaper Reading," just released by the Advertising Research Foundation and covering The Sunday Milwaukee Journal of November 11, 1945. We think this is the most thought-provoking, most valuable readership study ever made.

**THE MILWAUKEE JOURNAL**

The Newspaper Which "Tells All" About Its Market



YOU GET **MORE**  
IN ESSEX COUNTY, N. J.



11th in Retail Sales  
9th in Buying Income  
9th in Food Sales  
10th in U. S. Potential  
8th in "Quality of Market"  
1st in Family "Spendable"

National Rankings by Sales Management



go into the tire business was prompted by the fact that he had bought all tires for the cars owned by the family he served—this was valuable experience, he reasoned. So in 1918, in a one-room building, 30 by 15 feet, he started his tire business, operating from these small quarters for a number of years, with one man and a girl to assist him. On three different occasions he went broke . . . but along in the middle of the '20's he began to gain solid footing. Then in 1927, across the street from his original building, he built the building which he now occupies. Since then his business has grown and prospered.

In 1934 Mr. Hogan installed a complete recapping plant. Machinery and molds of the latest designs have been constantly added—until today he has one of the largest and most modern recapping plants in the country.

Tom Hogan's only son, Edward did his part in World War II, and has just recently returned to his home in Boston where he was given a high responsibility—his father is turning over to him the responsibility of carrying on the Hogan enterprise. As Tom Hogan puts it: "He will run the whole business because I'm going to take it easy for awhile."

If you were to ask Tom Hogan the key to his success, he would probably give the credit to his loyal associates. Of the 50 members of his staff, 14 have been with him more than 10 years; several have been with him more than 20 years. However, the ability, leadership, and vision of Tom Hogan deserves more than passing praise.

### Prize-Winner

If you are one of those fortunates who is on the mailing list for *Inspirations for Printers*, The West Virginia Pulp and Paper Company's house publication, you've probably decided as a committee of one, that it ought to get a gold medal for excellence in graphic arts. Your criticism is justified. The 24th Annual Advertising Show, sponsored by the Art Directors Club of New York, awarded *Inspirations* its medal. The special bronze plaque for Outstanding Supplier Promotion (this was the first year in which suppliers had been allowed to participate in the contest), sponsored by the Direct Mail Advertising Association fell to *Inspirations*, too. Finally, the book was designated one of the 50 Direct Mail Leaders for 1945. As if that weren't quite enough, Westvaco's prize-package copped the Gold Oscar for the best 4-color design in Annual Reports at the contest of *Financial World*.

The 21-year-old *Inspirations*, which has become such a hardy perennial in the graphic arts industry has as its art director, Bradbury Thompson. He injects into it a lot of his own art work. No forgotten man he, Mr. Thompson won a gold medal for himself at the Advertising Show.

If you follow the publication you already know that it culls, from national advertising, what it considers to be the best of the current art work. All of the art work is then reproduced in its original four colors. When an artist, or an agency, rates *Inspirations*, he knows he has arrived. For every year when the Advertising Show makes its awards a quick backward glance through the files on *Inspirations* shows that the magazine, in most cases, got there first.

Publishers, advertising agencies, art directors, and people connected with the graphic arts are constantly demanding to be put on the mailing list. Well-known to schools, *Inspirations* is besieged by students who use its files like a text book.





**LAWRENCE G. PRESTON**, executive vice-president of The American Maize Products Co. after 15 years service.

## NEWS REEL



**BRYAN HOUSTON**, newly appointed executive vice-president and general sales manager of the Pepsi-Cola Co.



**LOUIS M. BROWN** fills new post of general sales manager following 26 years in Eberhard Faber Pencil Company.



**JEAN HOFNER**, appointed advertising manager of the Barcalo Manufacturing Co., tool and furniture makers.



**GEORGE E. WILLIAMSON**, for 34 years an executive in the Strathmore Paper Co., has been elected president.



**E. HEATH VANDUZEE** joins the National Gypsum Co. as director of merchandising to plan distribution activities.



**R. RUSSELL BROWN**, distribution director; **J. A. BELL**, director of utility sales, are new appointments made by Electromaster, Inc. Mr. Brown is to direct the company wholesales; Mr. Bell, sales to Direct Utility customers.



**J. ROBERT KELLEY**, with Manning, Maxwell & Moore, Inc., since 1930, appointed new executive vice-president.

MARCH 1, 1946

**1 . . . Does Your Sales Message  
Reach ALL Diesel Buyers?**

**2 . . . Are Your Diesel Sales  
INCREASING?**



*If your answer is "No!" to either question, if the sales of your Diesel product or accessories are not keeping pace with the fast-moving, billion-dollar Diesel industry, check these Diesel-using and Diesel-specifying companies and individuals. See if *your* Diesel sales message reaches all the buyers.*

**DIESEL**

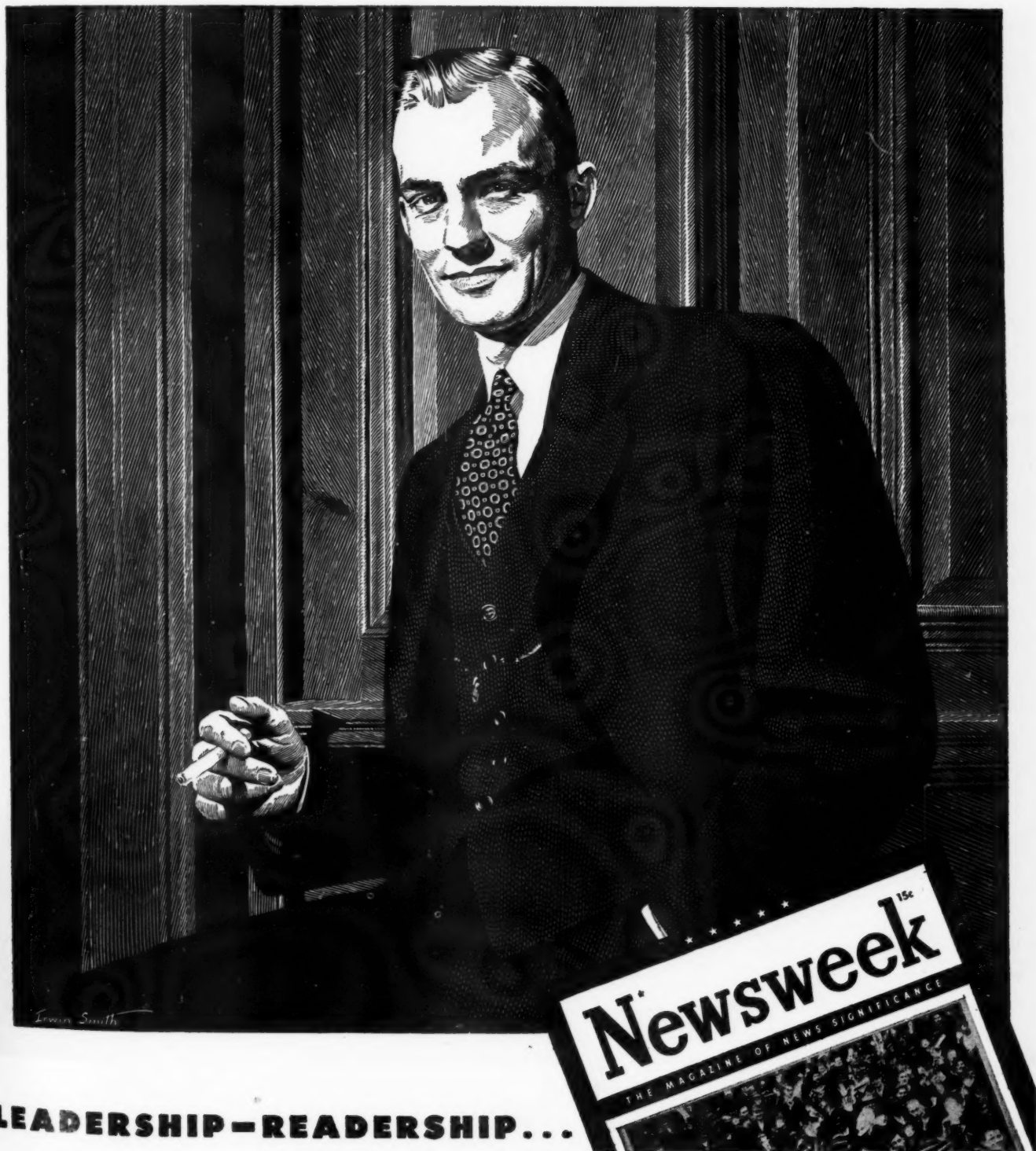
2 West 45th Street, New York 19, N. Y.

# Why Newsweek is a Vital Medium for American Mutual

**John Nilan**

Assistant Vice President and  
Public Relations Manager  
American Mutual Liability Insurance Co.

"The market for liability coverage is broad, with American Mutual alone providing protection for more than 2,000,000 families. But inevitably the most desirable prospects are the individuals and organizations that have most to protect against the hazards of liability. That makes Newsweek, with its high concentration of readers among business and industrial executives with top-bracket incomes, a natural vehicle for our message, as it has been since 1941. Over and over, Newsweek's power to deliver quality business in quantity is proved by direct returns to our keyed advertisements."



**LEADERSHIP-READERSHIP...**

MARCH 1, 1946



# 1<sup>st</sup> in PAGES and DOLLARS

THAT's the advertising leadership of American Druggist in 1945.

When you advertise in American Druggist, you cover all independent retail drug stores and all chain drug stores with a prescription department; all chain drug store headquarters; a selected list of wholesale drug companies and their salesmen; and a selected list of hospital pharmacies.

You reach every worthwhile outlet for drugs, cosmetics and toiletries for less than 1 cent per druggist for a full page.

American Druggist's editorial power is matched by its advertising leadership. Together, they make this the "take home" magazine on which over 53,000 druggists depend for all that is new and important—in professional developments and merchandising trends.

*Pete Lund*  
Publisher

# American Druggist

The Pharmaceutical Business Magazine  
572 MADISON AVE., NEW YORK 22, N. Y.

[ 20 ]



A considered consensus of the strike-situation is that, in the main, industry has failed to do a good public-relations job. The worker has never fully understood management's problems, because management hasn't always taken time to explain them.

One of the most neglected jobs is that of explaining to organized labor that not all stockholders are economic royalists who Winter in Florida, Summer in Maine. A great many of them are school-teachers, dressmakers, clerks, store-keepers . . . widows, old men, farmers, and workers in plants . . . small-timers who have a little of this, a little of that, to keep the big, bad wolf from the door when they are no longer employable. Labor sneers at all stockholders as though they are the sort of people who eat their young.

Clever title by Anita Daniel in the *New York Times Magazine*: "The Mink Dynasty."

Ex-Vice President John N. Garner knows the perils of public statements that boomerang. "If you feel you have to make a speech," he says, "write it out and put it away in your desk. A month later, take it out, re-read it, and put it away again. Wait another month, read it again, and then throw it in the waste-basket."

Frank Sherburne, of Chicago's John Sexton & Co., says: "Give your best licks to 'Forty-six.'"

Orville Reed says the higher you feel in the evening, the lower you feel next morning. He says he recently heard "repartee" described as "insults in white tie and tails."

B. F. Goodrich has been writing good headlines as far back as I can remember. Some of the old year's gems are: "Rubber rings without rubber for canning beans without cans" . . . "They'll shake hands with 6,000 volts" . . . "Rubber boots that put the heat on ice" . . . "How to cook an airplane in a rubber bag."

Hal Speckman has a dandy slogan for the Foundling Hospital in Paris: "Sans Pere et Sans Reproche."

Constant Reader Troy Carmichael had the following letter in the *New York Herald Tribune*. It puts its finger on one of our many screwy theories of the day:

To the *New York Herald Tribune*:

You know, you can learn a lot if you will just listen to your bartender. I wish President Truman knew mine.

Joe told me, in connection with the many-billion-dollar loan to Great Britain, that, from his personal experience, he knew that this idea of giving customers money with which to buy your products just won't work.

I am afraid he is going to quit tending bar, though. He is trying to get a job as Henry Ford's chauffeur. He says he will then strike for \$1,000 a week and have President Truman examine Henry's books to prove that he can afford it.

Sounds reasonable, doesn't it? I tell you, Joe's not dumb.

TROY CARMICHAEL.

P. B. Owen, of Columbus, Ohio, thinks a certain depilatory might say: "If a body Neet a body . . . no hair!"

"Some after-dinner speeches are like the horns of a steer: A point here and a point there and a lot of bull in between."—*Pipe Lovers Magazine*.

From the same source, we get this bit of wisdom: "Always remember that mud thrown is ground lost."

However, musicians should be hired on their Ability-to-Play.

Dick Dickson, who is all for the salesman who "clicks in '46," sends the following clip from *Oakite News Service*:

## GAS KILLS

The following sign is posted by the roadside as you enter a western town: 4,076 people died of gas last year. Twenty-nine inhaled it. Forty-seven put a lighted match to it. Four-thousand stepped on it.

"'Cabron,' he hissed."—From a story by Lawrence Cardwell in *Collier's*. Try that on your hisser, as F.P.A. used to say.

Writes Eagle-Picher's Hugh Conley: "Lou Shimon is off the scent! A skunk is a pussy-cat with a secreted weapon."

SALES MANAGEMENT



In any picture of your market...

## The *Modern* Half is the Better Half!



**1. AN OLDER WOMAN** doesn't often experiment with new and different drug products. When she was young and gay, of course, she "tried 'em all" But now, alas, she's "sot" in her ways—irrevocably sold on "her own" brands. *Yes, it's probably too late for you to sell her what's new!*



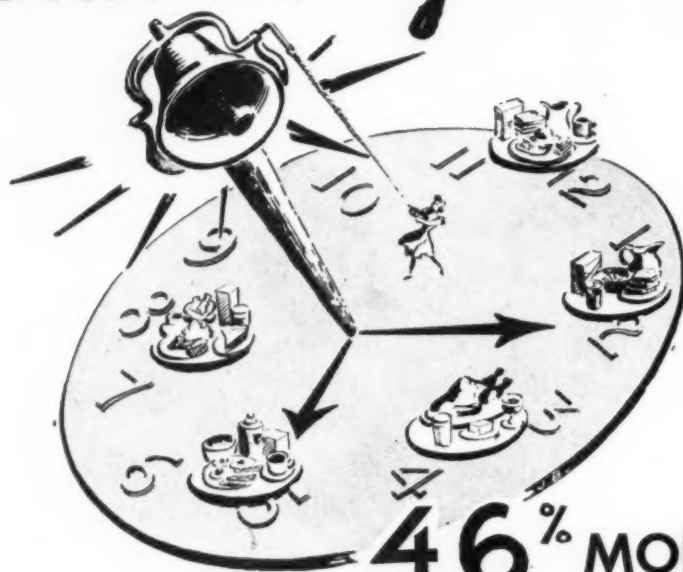
**2. A YOUNG MODERN's** medicine cabinet tells a far different story. As "practical nurse" to a growing family, she *has* to be alert to the latest in first aid remedies, the newest in home drug products. And now's the time in her young life to tell her about yours. *Sell her now in Dell—and you sell three million of her for life!*

## Dell Modern Group



sells the Modern Market

# Come and Get It!



## PERSON MEALS SERVED IN FARM HOMES THAN IN CITY HOMES

Farm families not only eat more meals—but more people are present at every meal. The results of a comprehensive Red and Green Dollar Survey conducted in the 8 Midwest States clearly demonstrate this fact. The authoritative study of 80 farm families and 80 city families proves conclusively that 46% more person meals on the average are served in farm homes than in city homes.

With the expanding market for packaged goods in rural areas, this survey shows you a vast and lucrative selling field—highly rewarding to intelligent and well directed promotion. The Midwest Farm Papers—with 89% coverage of the 8 rich and prosperous Midwest States—offer you this market on a platter. Come and get it!

### PLUS PERCENTAGE OF PERSON MEALS SERVED IN FARM HOMES IN COMPARISON TO CITY HOMES.

MAY 1945	40.3%	AUG. 1945	54.1%
JUNE 1945	46.4%	SEPT. 1945	39.9%
JULY 1945	40.9%	Oct. 1945	41.3%
NOV. 1945	36.6%		

SEND FOR your copy of the controlled study of Person Meals on the Farm and in the City.



**MIDWEST**

*The Farmer Wisconsin Agriculturist & Farmer Prairie Farmer*

*Nebraska Farmer Wallaces' Farmer & Iowa Homestead*

**FARM PAPER UNIT**

NEW YORK 17  
250 Park Ave.

CHICAGO 2  
6 N. Michigan Ave.

DETROIT 2  
542 New Center Bldg.

SAN FRANCISCO 4  
Ruso Bldg.

LOS ANGELES 14  
523 W. 6th St.

Hugh Parker, of J. Walter Thompson's writing-staff, thinks of domestic champagne (mentioning a certain brand) as "The wine that launched a thousand ships." Yes, Hugh, I used to speak of it as battleship-champagne.

"I'm a doctor . . . I smoke a pipe," says the man in the Daniel Webster pipe-tobacco ad in the *Satevepost*. He may be a doctor, but he looks like Ed Lutz, Ayer copy-man, who writes the account.

Words in the hands of a skilled wielder can be made to snap and crackle like a bull-whip; or they can be made to purr like a pussy-cat. All the world's great melodies have sprung from the seven basic notes of the diatonic scale.

Writers have much in common with the composers of music. Here is a simple little rondo for a moment of reverie. Here is a staccato bit to quicken the pulse. Here is a majestic symphony to stir the depths.

In advertising, the selection of words should never be left to the amateur, for writing is *half* of advertising. The other half is . . . *thinking!*

*Ear-to-the-Ground* Dep't: F. C. Sherburne says that leaders are those who pause along the way to hear what the little man has to say.

Conceding that others have advanced the same idea, the Missus thinks industry might give labor some of the pay-raises in *stock* instead of *cash*. When the workers saw those dividends coming in, they would realize their stake in company-ownership, and hesitate before throwing a monkey-wrench.

If there's anything in a name, some of us in the gabby advertising-business ought to feel at home at Florida's Hotel Boca Grande, which translates: "Big Mouth."

Version No. 756: "She's got ha'n'ts in her trance!"—RKO-Radio Pictures.

And here's Jim Gallagher with a string of pearls: "Slogan for an insecticide: 'Ready at the drop of a gnat!'" . . . "Thought-for-the-Year: May *rigorous mortis* quickly step in and stiffen the next world-gangster who starts any international gun-play!" . . . "That clinging insurance-man never bothered me again when I registered my dreamy look and told him I thought 'kamikazing' (suicide-bombing) must be *so* much fun!"

—T. HARRY THOMPSON

SALES MANAGEMENT

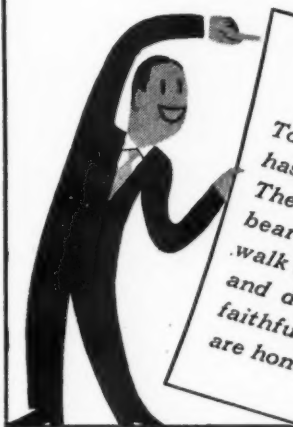
3

I DID, RECENTLY . .



4

TRUE CONFESSIONS INSPIRES ITS READERS, I THINK. BIG PEOPLE SAY BIG THINGS IN IT. DID YOU EVER READ WHAT GENERAL MACARTHUR SAID, ON THE DAY JAPAN SURRENDERED? I HADN'T, TILL I FOUND IT IN TRUE CONFESSIONS. THIS PART I'LL ALWAYS REMEMBER . . .



### PEACE ON EARTH by General Douglas MacArthur

Today the guns are silent. A great tragedy has ended. A great Victory has been won. The skies no longer rain death—the seas bear only commerce—men everywhere walk upright in the sunlight . . . Your sons and daughters have served you well and faithfully, my fellow-countrymen . . . They are homeward bound—take care of them.

7 TRUE CONFESSIONS STORIES ARE DIFFERENT FROM THOSE IN OTHER MAGAZINES. THEY SEEM TO HAVE BEEN LIVED MORE . . . THEY MUST BE THE WARM, HUMAN LIFE STORIES OF A GOOD MANY OF TRUE CONFESSIONS' MORE THAN 2,100,000 READERS. THEY HELP SOLVE EVERYDAY PROBLEMS.



**THANKFUL . . . FOR YOU . . .** I recalled a sunny beach a decade ago, and a boy with bright hair and a brown vivid face running toward me and laughing.

"Look! I don't know how to leap the waves. I'm from inland and this is all new to me. But you look like a mermaid. Teach me, will you?" And then suddenly, quietly, his eyes deepening as he recognized me, "Why, hello! It's you!"

That's the way it had been between Davy and me, ten years ago, when I last saw him. Something sweeter than all the stars singing . . . Youth lays an enchantment, and love weaves a spell, and Davy and I had both youth and love.

I moved to the tall windows and stood there staring—and waiting for David . . .



IT EVERY MONTH. I'VE FOUND OUT WHY—IN TRUE CONFESSIONS ITSELF. IT HELPS THEM. IT TEACHES THEM. IT SOLVES PERSONAL PROBLEMS FOR THEM. IT'S INTERESTING TO THEM BECAUSE IT'S INTERESTED IN THEM. THEY USE TRUE CONFESSIONS TO ENJOY THEIR LIVES MORE.



## True Confessions



Bought at newsstands by more than 2,100,000 women a month for the living service it gives

FAWCETT PUBLICATIONS, INC., 295 Madison Ave., New York 17, N. Y. World's Largest Publishers of Monthly Magazines

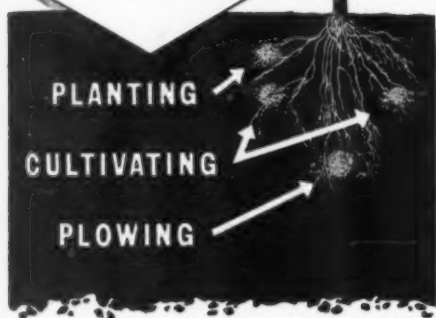
MARCH 1, 1946

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# PAY DIRT

FERTILIZER  
DEPOSITED  
AT TIME OF...



This picture gives you a gopher's eye view of a major new development in American agriculture.

Arrows indicate where tractor implements are depositing fertilizer to stimulate crops as the roots reach downward for plant food. Not once but three times a year if desired, farmers can place fertilizer at accurate depths in the soil, instead of wastefully scattered on the surface where it can wash away.

Appropriately timed for this new development is the American Farm Bureau Federation's proposal of a national program that in five years would double the amount of fertilizer used. The Farm Bureau speaks for nearly a million farm members who foresee the benefit not only to their crops, but to human health and nutrition.

These are the thoughtful, public-spirited farmers reached by your advertising in —

*The Nation's*  
**AGRICULTURE**

OFFICIAL PUBLICATION FOR

**973,537**

FARM FAMILIES OF THE

★ **AMERICAN FARM BUREAU  
FEDERATION**

58 E. WASHINGTON ST., CHICAGO, ILL.

## Washington Bulletin Board

Readers are invited to submit inquiries on Washington problems to this department. No charge or obligation. Address Washington Bulletin Board, care of SALES MANAGEMENT.

### Present Pricing Picture

With the steel price increase and the Bowles-Porter-Snyder shift in administration, is it likely that most price controls may, in effect, be abandoned shortly?

On the assumption that the Price Control Act, now scheduled to terminate June 30, is extended by Congress, here is the way the top OPA policy makers now see the picture:

**Consumer goods**—continued dropping of control over minor hard goods items not significant in consumer budgets. No major hard goods items will be de-controlled before the end of this fiscal year. No suspension of textile or apparel items appears likely to be feasible before spring, 1947.

**Industrials**—No major de-controls will be effected this fiscal year, and such important industrial items as automobiles and automotive parts will be subject to price control throughout the fiscal year 1947. Control emphasis will be increased in the construction and building materials field.

**Services and transportation**—OPA previously had figured that during the current quarter controls might be removed from important services such as laundries, dry cleaning, etc. Because of the relation of price pressures in this area to the volume of production of automobiles, consumer durables, etc., no such de-controls now appear possible. Control of restaurants, which OPA believed might not continue beyond the early spring of this year, now seems certain to continue at least until autumn.

### Census Program Clarified

We understand that so many conflicting recommendations have been made on the proposed program of the Census Bureau that much of the program of value to distributors may be eliminated by Congress. Is this true?

In lengthy hearings before the House Census Committee on the new business census bill (H.R. 4781), general agreement was established on the broad objectives of the program. Principal differences developed over grants of power as to conditions and regulations governing surveys, the

mandatory reporting provisions, and limiting life of the law to December 31, 1955.

After clarifying amendments had been written in tentatively, Census Director J. C. Capt summed up the census plans of most interest to distributors (outside of the population count) as follows: "A comprehensive annual survey of manufacturers . . . will provide benchmarks on the number of establishments, employment and value of products. . . . In the distribution or business field, data covering each intercensal year will be provided on a monthly, quarterly or annual basis for each line of retail trade, wholesale trade and service, for the country as a whole, and for many states and cities."

### Room for Business Travelers

Is any kind of priority granted to businessmen who must travel to other countries in the interest of their business?

No actual priority is granted, but the Government has completed arrangements whereby 25% of the airplane and ship passenger accommodations allocated by the Army for civilian use will go to businessmen. These allocations will be handled by the Department of Commerce under an agreement with the State and War Departments. Applications may be filed direct with the Department of Commerce in Washington, or any of the field offices. It is recommended that round-trip reservations be secured. One airline reports a backlog of 6,000 requests in France alone from civilians.

### Federal Trade Changes

What changes are made in the Federal Trade Commission under the President's reorganization plan?

The reorganization was requested last October by President Truman in his proposal for a general revamping of Governmental agencies, and is now being put into effect as rapidly as possible. Its principal provisions are:

1. A single division of stipulations, by which voluntary agreements to cease and desist will be negotiated, and under which offending firms can present their arguments against the Commission's statements and be represented by attorneys.

2. Annual rotation of supervision over the Commission's general work among all the commissioners.

SALES MANAGEMENT



Molten iron from the blast furnaces flowing through runners to the Bessemer converters.

# STEEL

from this river of fire—  
**PLATE THAT PROTECTS!**



Blasted into pure iron by the intense heat of huge furnaces, the molten raw material of sturdy steel cans flows on its way to the Bessemer converters.

Step by step throughout the steel-making process, the plate for steel packaging is constantly being treated to insure your prod-

ucts perfect quality protection. Cans made of steel fill the bill for packers who demand all-round protection against package damage and product spoilage. For products packed in light weight but durable steel are armored against danger of light-, air- and moisture-deterioration... can be economically and safely shipped to retail outlets.

Your customers know that products retain all their quality when packed in tamperproof steel cans. That's one reason why merchandise packed in steel is prominently displayed by dealers and bought with confidence by consumers who want the best.

Remember, when you pack your products in shatter-proof steel containers you gain all the protective qualities of heat-tempered steel in a package with proven sales appeal.

Can Manufacturers Institute, Inc., New York

### Major Reasons for Packing Products in Cans

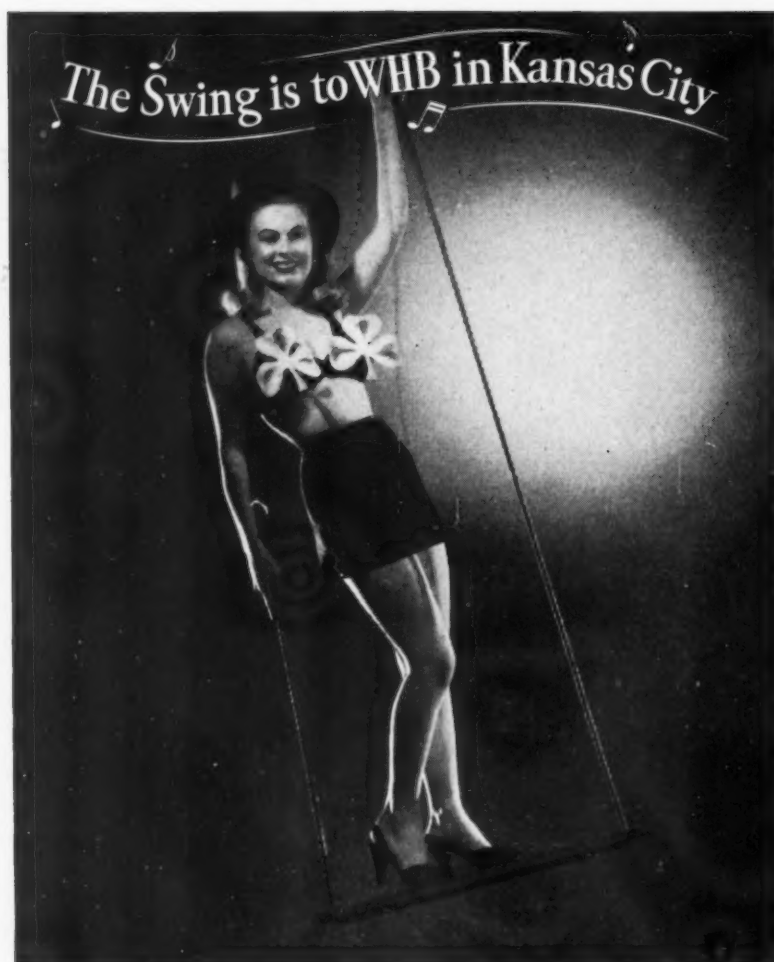
1. Cans won't break, split, crush or tear.
2. Lower filling, shipping and handling costs.
3. Can be colorfully lithographed for effective display and quick brand identification.
4. Tamperproof cans eliminate danger of substitution.
5. Protect products against harmful effects of light, air and moisture.
6. **Nationally Advertised** — this month alone more than 32,000,000 full-page, full-color ads in leading national publications are bringing home to shoppers the many advantages of buying merchandise in cans.

**NO OTHER CONTAINER PROTECTS LIKE THE CAN**



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## ...and now comes spring!

**M**ARCH is the bellows fanning the fires of spring...a big blowsy month mixing the headaches of tax time with the economies of Lent and the acute awareness of the cleft hoof about to emerge from your foot and caper.

Now while roller skates ring on the walks and the sun sets red and extravagant; while Brideshead is being Revisited, and women cry their men home from the wars; while the bread you cast on the waters comes back with cottage cheese on it; while the UNO and all the rest of us look for a place to live; and our "Swing Girl" wears shamrocks—we warn you of the imminence of spring, and bid you

be wary lest you lose your head and your heart and go addled with stardust and balloons and bluebells ringing in your ears. That's something you can almost always count on with the coming on of spring—

the same as in March we can count on kite weather, marbles, and taxes. And we'll leave death out of this. For in spring, death is an old superstition, a thing to be cured by crossing the fingers or hiding the seeds of a pumpkin under a stone. It has no place in the scheme. We ignore it. Now is a time to live. We are emerging from things like winter, a war, a season of strikes in the devious pursuit of happiness. There will be casualties yet. It may be a troubled spring. But the point is—it will be spring. They tell us it comes on forever.

That's the editorial by Jetta from the March issue of "Swing", the 68-page pocket-size monthly magazine which WHB would be happy to send you if you haven't seen a copy. Just ask for it on your business letterhead.

Tell us, too, if you have plans for a radio campaign in the Kansas City market during the coming months. We have some choice availabilities opening up for the spring and summer months—and we'd like to show you the kind of results WHB can produce for you.



For WHB Availabilities, 'phone DON DAVIS at any  
ADAM YOUNG office:

New York City, 18	11 West 42nd St.	Longacre 3-1926
Chicago, 2	55 East Washington St.	ANdover 5448
San Francisco, 4	627 Mills Building	SUtter 1393
Los Angeles, 13	448 South Hill St.	MIchigan 0921
Kansas City, 6	Scarritt Building	HARRISON 1161

KEY STATION for the KANSAS STATE NETWORK

3. Establishment of an office of legal investigation, consolidating the present radio and periodical and legal investigation divisions.

4. Retention of the medical advisory division as a separate section.

5. Establishment of a general counsel's office.

6. Expansion of the trade practice conference division.

### Small Industries Fair

What is the proposed "National Small Industries Fair?"

The Fair would be an annual event under the auspices of the Department of Commerce to facilitate better acquaintance and understanding among manufacturers, distributors, and buyers. It is provided for under terms of a bill introduced in Congress by Senator J. W. Fulbright (D., Ark.) and referred to the Finance Committee. In the words of Senator Fulbright, "This bill simply proposes that the Government provide the place and the facilities, in a centrally located city (such as Chicago, Kansas City or St. Louis), to enable our thousands of small manufacturers to show their products to thousands of distributors at a given time and place each year. A national all-industries fair, non-profit making, with the costs kept so low that the smallest manufacturer may find them within his means, obviously can be managed only by the Federal Government."

### Air Cargo May Miss Red Tape

Is it true that shipments of merchandise can be made by air transport to foreign purchasers without the red tape and clearance required with other transportation?

Not yet, but there are signs that the rapidly expanding use of air cargo may soon lead to elimination of many of the administrative customs procedures which have been a serious handicap to the efficient handling of sales and distribution between countries. This is one of the immediate problems being tackled by the relatively new United States Air Coordinating Committee which is composed of representatives of all Government agencies dealing with aviation. At the same time the International Air Transport Association, representing all the airlines now operating or planning to operate in international commerce, has a special committee representing more than a score of nations working on proposals which would reduce paper work, inspection, and other procedures to a minimum. You can look for substantial improvement within a few months.

SALES MANAGEMENT

# Significant Trends

As seen by an editor of SALES MANAGEMENT for the fortnight ending March 1, 1946

## Vets Deserve Better Breaks

SALES MANAGERS DEPLORE THE FACT that careers in selling are not rated very highly by college boys and returning veterans. Some sales managers are giving all sales managers a black eye by the brusque and unsympathetic attitude they take towards veterans who apply for selling jobs.

Our magazine has been taken to task by a number of veterans because we have published articles stating that the country needs more salesmen. The veteran comes back to us with chapter and verse to show that nobody seems to want him. This morning a letter came from a veteran in Cleveland (name and address on request) who was very bitter about the treatment he and other veterans have received.

"No encouragement is given them—they are not advised that their names will be on file for the first opportunity available—for the first opening in that field. No, instead, they are confronted with 'Sorry, nothing doing; sorry—later maybe; sorry—with no excuse whatsoever.' Many articles are being written on the subject of the problems facing the veterans, but they are just so many words—and a waste of time. None of them give any solution to the problem. They reply to an application for a sales position with only the present in mind—without any thought to the future hiring of the companies, or without thought of giving the veterans a bit of hope toward the future chances of getting into the field of selling or anything else for that matter."

Let's improve our public relations. Even though we can't offer a job to every returning veteran who makes an application, let's send him away with the feeling that he has a friend.

## The Meaning of Wage Increases

THE INFLATIONARY FACTORS of the wage settlement may raise the annual national income to \$165 billion as compared with the \$140 billion figure used in preparing the Federal budget.

Income payments to individuals in 1945 reached a new high of \$160.7 billion (including payments to our men overseas), a figure more than double the \$76.2 billion in 1940. Income payments reached a peak annual rate of \$165 billion in February, 1945, then drifted downward for several months. The recession was accelerated in August and September by curtailment of factory payrolls. But an upturn was promoted in the last quarter by mustering-out payments to discharged servicemen, and unemployment benefits.

Even during the worst of the strike period retail sales were maintained at a high level even in the strike areas, and what is even more surprising is the fact that there has been no appreciable increase in the cashing of War Bonds. Two conclusions are possible from the sustained buying. One is that workers had additional savings beyond their War Bond holdings. The other is that accumulated demand for goods is so big that people still drawing regular pay checks can buy all the goods that come on the market.

The Federal Reserve figures for department store sales

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show that gains in cities where major strikes were in progress were fully as large as those shown elsewhere. Starting with V-J Day there was an increase in the redemption of Series E Bonds, but the rate tapered off toward the end of the year. Out of a grand total of \$39 billion in Series E Bonds sold, \$30 billion, or 77%, are still held by private investors.

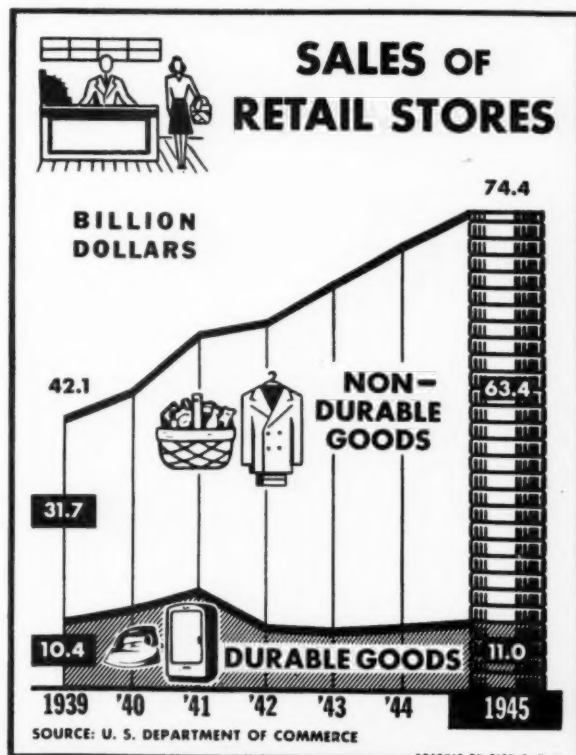
## Meet the New Labor Leader

IF I WERE RUNNING THE PROGRAM for a sales executives club I would try to get a progressive labor leader as a speaker. The idea would be to get his ideas face-to-face and to get over to him our ideas on the importance of selling in the national economy. Based on the demonstration I witnessed in New York City last week, I think that we would find very definite areas of agreement.

A marketing group in New York City invited James E. Carey, secretary-treasurer of the C.I.O., to address their monthly meeting. He seemed to agree with many of the remarks made by the members during the question period and most of them had to admit that he had a point when he said:

"There should be four partners—the consuming public, labor, management and capital. All must be prosperous if we are to have a dynamic economy."

"We are interested in far more than the dollar-hour rate. We want to make cars for General Motors, for instance—the largest possible number of cars. If General Motors put a chromium gadget on the car and marked the price up \$215 we would be most vitally interested because it would mean that consumer resistance would follow, fewer cars would be sold, and that would





mean less work for us. The worst mistake that either labor or management make is to raise prices to the point where the public decides not to buy. It doesn't make sense for a bricklayer to demand \$18 if by so doing the cost of building goes up to such a point that the people decide not to build and the bricklayer comes out at the end of the year with only a \$934 income."

Very few of these labor leaders ever have had any experience in selling a product, and it seems worth while for us to educate them instead of just sitting back on the side-lines and damning them. The most significant statement I read over the week-end was a story in *The New York Times* which stated in connection with the talks between General Motors and the U. A. W.: "It was the first time since 1942 that Mr. Wilson, president of General Motors, had sat at a table with U.A.W. negotiators." If one is safe in assuming that General Motors did not want a strike, I wonder what might have happened had Mr. Wilson sat down with them last November.

## Six New Markets

THE SYSTEM OF PRIVATE ENTERPRISE has not lost its vitality and there are a number of factors which encourage it to view the economic future with cautious optimism, says Murray Shields, economist of the Bank of the Manhattan Co. He mentions six new markets as being important factors in bringing prosperity:

1. During the war years several million new families have been formed and these will have to be housed and supplied with the automobiles, electric gadgets, community facilities and the other goods and services which are part of the American standard of living.
2. Production in our durable consumers goods industries was shut off when the Nation's productive organization was mobilized for war. While estimates on the size of that market differ considerably, they are all large. A related factor is the deterioration and obsolescence which has occurred in our industrial, transportation and distribution establishments.
3. There is a crying need around the world for widespread industrialization. Foreign industry needs to catch

up with American productive progress and we know it will make better markets for us if our foreign customers are prosperous. The rest of the world needs our productive machinery.

4. Close to 10 millions of our people who were completely or partially unemployed in the depressed years of the '30s obtained well paying jobs in the war period. In effect, they were raised from the pauper class to the middle class. They represent a vast new market for goods and services.

5. A market of lesser importance has its origin in the migration of people from the farm to the city and from smaller to larger communities, which came about because of wartime changes in the location of our productive establishments. There is a good reason for believing that the pattern of World War I will be followed—and that this migration factor will provide a market for a much larger number of new homes in the period ahead.

6. The sixth market is "the good old-fashioned American one." It is the market for machinery and new facilities to produce the new goods and gadgets which are now ready for development as a result of the technological progress of the past few years. It must be remembered, too, that the new processes and new raw materials now available to American industry are capable of reducing the real cost of quite a large number of familiar goods, and this in turn means wider markets. "We are perhaps in a new phase in the industrial revolution, with amazing new markets to be developed . . . with such a potential we should be able in the years ahead to realize a long period of high-level prosperity interrupted only infrequently by brief corrective depression-readjustments."

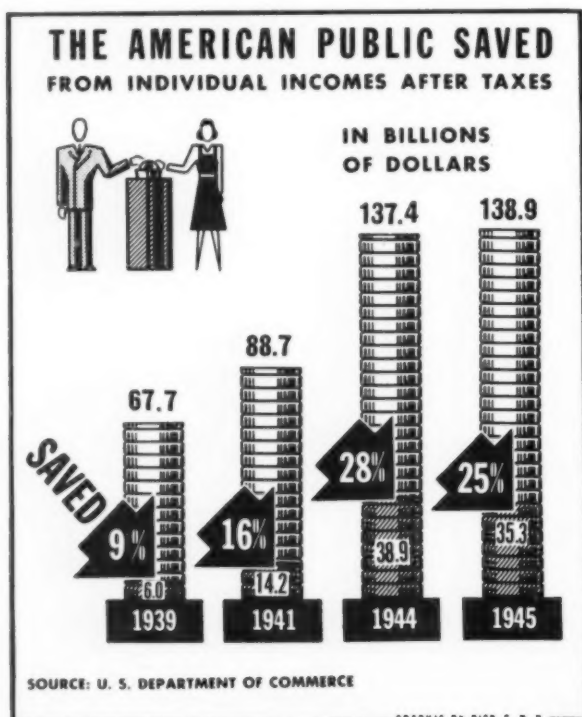
## Significant Shorts

**Are Demonstrators Doomed?:** A more strict enforcement of the Robinson-Patman act may bring about a new system in the demonstrating of toilet goods. Now most of the large units have hundreds of demonstrators in department stores, and those stores not getting this service complain to Washington. To get around this, some companies are planning to give a demonstration allowance which would be treated as an additional discount and made available to all retail outlets without discrimination. For example, if the cost of demonstrations happen to be 7%, the store would be granted that amount irrespective of location, volume or prestige value. The protective hook in the plan would be assurance that the money received be used for demonstration purposes and nothing else. Policing such a plan would be a tremendous task. The oldsters in our audience will remember SM's famous "Pink Sheet" which exposed the advertising allowances granted to, but not used by, the A & P.

**A Fair Sales Incentive Plan:** One of the equipment manufacturers making a line of products has developed a bonus incentive plan for division and district managers and salesmen whereby the bonus is not paid unless the man realizes a minimum of 80% of total on all of the company's lines. This company's quotas, incidentally, are based upon the "% of U.S.A. Potential" of SALES MANAGEMENT's *Survey of Buying Power*. The only exception to the 80% rule is that if the entire industry, of which this company is a part, fails to have a good year on a specific item, such as household refrigerators, the percentage figure may be reduced.

PHILIP SALISBURY

SALES MANAGEMENT



The makers of Gladiron, an electric ironer, have developed a one-minute demonstration that is almost sure-death to sales resistance. It's the very heart of the sales plan. Tests have proved it can make a fast-seller out of this heretofore slow-selling appliance.



"BUT WILL IT IRON A SHIRT?"—the question that launched the Hurley salesmen's school for ironing. Even the president has to know! Mr. Hurley (above) sold nine ironing machines in one morning of demonstration. At left, he's teaching some bewildered he-men the secret of the technique—a "must" for selling the electric ironer to skeptical housewives.

# Why Every Hurley Salesman Must Learn to Iron a Shirt

BY JOHN R. HURLEY

President, Hurley Machine Division,  
Electric Household Utilities Corp.,  
Chicago

**I**RONING machines have never sold in volume. Washing machines, for example, have outsold them through the years ten to one. Why we have asked ourselves many times. There should be some simple answer to the problem. Before the war, we began a careful study of the situation. Back around 1940 we thought we had found the answer. We decided that there were two fundamental barriers to selling:

1. Salesmen were afraid of the ironers. They felt butter-fingered when they tried to demonstrate them. The

demonstrations were too long and tedious. They seemed complicated. Housewives were unimpressed. It seemed certain that something was very, very wrong with methods. The demonstrations did not "sell" ironers.

2. Housewives invariably asked one question, "Will they iron shirts?" Few, if any, salesmen could show a woman how to iron a shirt easily and quickly. In fact, with the regulation ironing machine, it couldn't be done. *The roll was too large.*

We felt that two things had to be done. We must, first of all, produce

a machine that *would* iron shirts. Then we had to train salesmen in large numbers to demonstrate how to iron a shirt so well, so easily, and so fast that the housewife would feel that here was something she had long wanted.

Women know what a sleeveboard is, we told ourselves. They've used them for years. They just stick them inside the sleeve and iron. We must use a roll on our ironing machine that will go inside a sleeve.

We produced the smaller roll, only 11" in circumference, and patented it. We made it shorter. We found, then, that we could use a shoe only 21" x 3 1/2" as compared with the standard shoe, 26" x 5 1/2". That enabled us to use more heat and more pressure per square inch. Any woman who has used a hand iron knows that more heat and more pressure does a better job.

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Then, and this is important, we developed what we call our "One Minute Demonstration."

When a woman stops to look at an ironing machine in a store we tell the salesman to nurse her along until she asks that inevitable question, "Will it iron a shirt?" His reply is, "Let me show you. It will only take one minute." Then, instead of going through the old "26 steps," he does it in four. They are:

Step 1. "Slide your left hand into the left sleeve, like this, just as if you were going to put the shirt on left-handed."

Step 2. "With your left hand through the cuff grip the left end of the roll with your left fingers."

Step 3. "Then with your right fingers take the left cuff and pull it entirely across the roll. Remove your left hand from the shirt sleeve, and

Step 4. "Continue to pull the shirt over the roll from left to right so that the shirt and right hand sleeve follow on to and over the roll."

### Make It Simple

With the shirt in place, the demonstrator then irons quickly around the right sleeve; then up the back to the collar; then around the left sleeve. That takes care of the difficult parts of ironing a shirt. The average woman needs to be shown nothing more. The demonstrator is told, "You must make the job look as simple as it is. Do not complicate shirt ironing."

We felt that if we were to sell ironing machines in quantities we must make all salesmen everywhere familiar with the machines and teach them how to iron, not only shirts but flat goods of all kinds including dish towels, luncheon cloths, handkerchiefs, pillow cases, sheets and all such. We had to give them confidence. We wanted to

"If He Can Do It, I Can!"

—That's the basis for Hurley's decision to use masculine demonstrators only. Mrs. Housewife is sure she can do anything a "bumbling man" can do! And that's why all Hurley salesmen must learn to iron everything from towels to shirts. They learn to use a hand iron first—then they appreciate the advantages of the electric ironer they're learning to sell.



make any woman, seeing a demonstration, say to herself, "If a *man* can do that, I surely can."

How could we teach thousands of ironing machine salesmen to iron? That is where the schools come in. How to compel them to attend the schools? It is obvious that right now, things being as they are, every distributor and every dealer is anxious to get machines; something to sell when there is a shortage of practically everything.

For a while at least, we're pretty certain that Gladirons will "walk off the floor" without any selling effort at all. But we know also that proper demonstration is the one sure way to keep them sold. So we expect our dealers to earn the right to sell our merchandise by first learning to demonstrate it properly.

Our system multiplies much like the chain letter. Twenty distributors' men are brought in, and we want just 20 at a time. In an hour and a half we can teach them all how to iron a shirt as well as flat work. These 20 then go out and each trains 20 more. That

makes 400. If each of the 400 teaches 20 other salesmen, that's 8,000! Our ironing machines are handled through 86 distributing points. We expect, in a very short time, to have more than 10,000 dealers and their salesmen trained to a point where they can give really convincing demonstrations.

The props for one of our schools include 11 of our Model 300 Gladirons. A student salesman is seated at each of 10, with an alternate seated at his side as observer. Each man at a machine follows the instructor, doing the job himself step by step. Then he changes places with his observer and the lesson is repeated.

During the lesson each man irons a shirt complete, a sheet, a dish towel, and a luncheon cloth. He also watches a fellow student go through the entire process, one item at a time.

Before the demonstration of the machine starts each student salesman is given a hand iron. Standing up at ironing boards, they are told to do the same job they are later to do at the machine, seated. It is rather amusing to see the distributors' men, some of



**GRADUATION:** After learning to iron the hard way—by hand—Hurley salesmen are taught the easier way, are given instructions on how to operate the Gladiron. They work in pairs, each taking his turn at the machine. At right is a close-up of the first step in ironing a shirt—the left sleeve. Hurley executives are aware that electric ironers, for a while, will “walk off the floor” without selling effort. But they also know that proper demonstration is the one sure way to keep them sold. That’s why Hurley expects dealers to earn the right to sell Gladirons by first learning to demonstrate them.



of dollars a year to get away from the labor of washing and wringing by hand, but less than seven percent of these same women have spent one dime to be free from the task of ironing by hand. On Mondays, millions of women enjoy the ease of machine washing and on Tuesdays they acquire headaches, backaches, shoulder aches, broken arches, swollen ankles, and stringy hair from laboring over ironing boards the same way that their great-great-grandmothers did.

“Any housewife will tell you that ironing is the hardest job in the home. She doesn’t like it and is willing to spend money to get away from it. Then why hasn’t she bought ironers? Because dealers and their salesmen have never tried to sell ironers. True, a few may have tried, but the great mass of salesmen went out of their way to avoid talking ironers because they knew very little about them. They were particularly afraid of the one question they knew every prospect was sure to ask, ‘How do you iron a shirt?’

### That \$64 Question

“How do you iron a shirt? That question has blocked mass ironing machine sales for 35 years. The answer was too complicated on the old fashioned big roll ironer. Shirt ironing could be done but manufacturers’ men, distributors’ men, dealers and their salesmen didn’t know how. How, then, could any of us expect to demonstrate and sell Mrs. Housewife? The answer is, we didn’t. The few ironers that were sold were pushed out by professional demonstrators and backyard gossip from neighbor to neighbor.

them a bit fat and out of condition, huff and puff as they put their weight on the hand irons to make the cloth come smooth. By the time they are through—and they are at it only a few minutes, we’ve drilled into them that ironing by hand is no easy task.

I think we give them, right there, a knowledge they never had before of how hard a woman works to turn out a batch of ironing. Almost to a man, when they finish this part of the lesson, they stumble to their chairs and sit down heavily with a sigh. We then say to them:

“Now we will show you an easier way.”

A running lecture, with a short pre-

liminary talk, accompanies the lesson. I do not have space here to tell the whole story but I can give a few excerpts from the prepared talk which should give an idea of the fundamentals we are trying to drive across. Our talk begins:

“We have called you to this meeting to help you take full advantage of the greatest money making opportunity in the appliance business. This is not the usual thin slice of baloney, but a statement based on proven facts. Since this is an ironing school it is obvious that we are talking about the unsaturated ironing machine market.

“That market has been waiting for years. American women spend millions

"The prospect asked the shirt question' because to her the shirt is the symbol of ironing. It is the hardest garment in the laundry to iron. It is the item most women strive to iron best. It is the piece that few can iron well. Show any housewife an easy way to iron a shirt on an ironer and she knows she can iron anything. Whether she ever irons a shirt or not she still wants to know how."

The story is then told of the development of the new "small roll" Gladiron and its addition to the Thor line; how during the one year that it was in production before the company turned to all-out war work, simplified demonstration caused sales to zoom 330%.

Then we rock them on their heels with this statement:

"Many dealers and distributors during that one year sold more Gladirons than washers. The industry as a whole sold one ironer for every ten washers. Thor sold one Gladiron for every two washers. Dealers who used to sell a few ironers a year sold Gladirons by the hundreds. Cash registers were ringing. The Gladiron had tapped a long waiting market."

We follow with information about manufacture. We tell them when they can hope to get ironers to sell. We tell them they must go out and teach dealer salesmen how to demonstrate so that they can sell. We remind them that because of current problems only those stores with men properly trained in our schools will get machines early. That puts the problem up to them. Will they quality men? Will they see that the training job is done?

We can handle at least three groups a day since the entire routine takes only an hour and a half. This means that a school can train at least 60 men per day under ideal conditions. If we tried to do the same job by holding meetings at each dealer's store it would take at least a week of hard work plus travelling to accomplish the task. The job would not be done as well because the physical set-up would not be as ideal and because men work better in groups.

We say to them that if they have, for example, 200 dealers in their territory and they average three persons per store, it would take months for them to cover them all if they did their training by individual calls. We advise

that they hold a few meetings at central points and pull in salesmen in groups.

It is not difficult to convince them that sales will be in direct ratio to the number of trained salesmen; that training in mass means selling in mass; that selling in mass means proportionate profits.

"No man," we tell them, "can call himself an ironing machine salesman until he can iron a shirt. He must be able to do it quickly and convincingly."

We believe, as a result of long experience, that a man makes the best demonstrator. There's psychology in it. A woman considers men fumbler and fuddy-duddies when it comes to household work. She is likely to say of a woman demonstrator:

"Oh, she's a trained expert. She can do a job like that. But can I?"

When a man demonstrates she is likely to think:

"Huh, if a bumbling man can do it I can, too."

### Demonstrating Does Sell!

Some of our best salesmen have been fellows who outwardly appeared to be "all thumbs" but who really knew how to demonstrate with technique. We think that there are very few salesmen who can't learn to iron if they will follow our instructions carefully. Our methods have been thoroughly tested. I've gone onto dealer floors myself and proved that demonstrating sells.

One morning I walked into a rather quiet store and asked the management to observe what could be done. As the ordinary traffic flowed through I'd say to a woman:

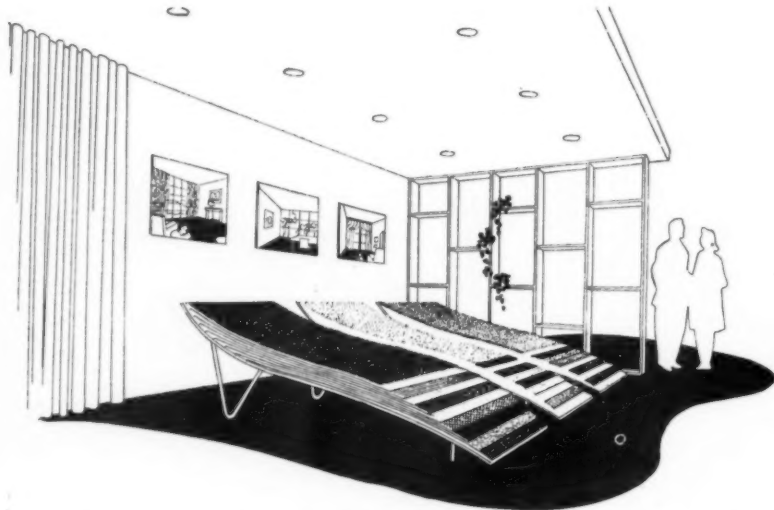
"I'd like to show you something new . . . something you've never seen before."

The woman, curious, would stop. Then others would gather around. Pretty soon I'd have a crowd, including salesmen in the store. That morning I sold nine ironing machines. It created something of a sensation among the store's personnel. There were exclamations among the salesmen such as, "Heavens, he can sell them," and "Who'd a-thought they could be moved like that!"

To roll up ironer sales the salesman, when a woman asks, "Will it iron a shirt?" must be ready to say: "Let me show you. It will take only one minute."

The sale will then depend very much on what he does in that minute. A deft job and almost any woman will want the ironer. Because of her many back-breaking experiences with a hand ironer she'll want it as she never has wanted anything before.

## Setting the Scene for Selling



How to put a new sales approach into the retailing of carpet is the theme of the new manual, "Setting the Scene for Selling," which Lees-Cochrane Co., Bridgeport, Pa., has brought out to give its dealers practical ideas for everyday selling.

The manual provides a variety of floor plans and displays worked out by Lees-Cochrane with Raymond Loewy Associates. These are to help the retailer select the right store location and to design a department that utilizes the color, texture and beauty of carpet and steps up the customer's desire to buy by scrapping the "warehouse appearance that creeps into carpet merchandising."

Lees-Cochrane shows the retailer how to overcome the length and width difficulties in displaying carpet by using these four principles: Use waved or curved samples to give form to the fabric, design roomettes to relate the carpet to furniture get the carpet off the floor with vertical displays; use dramatic lighting.

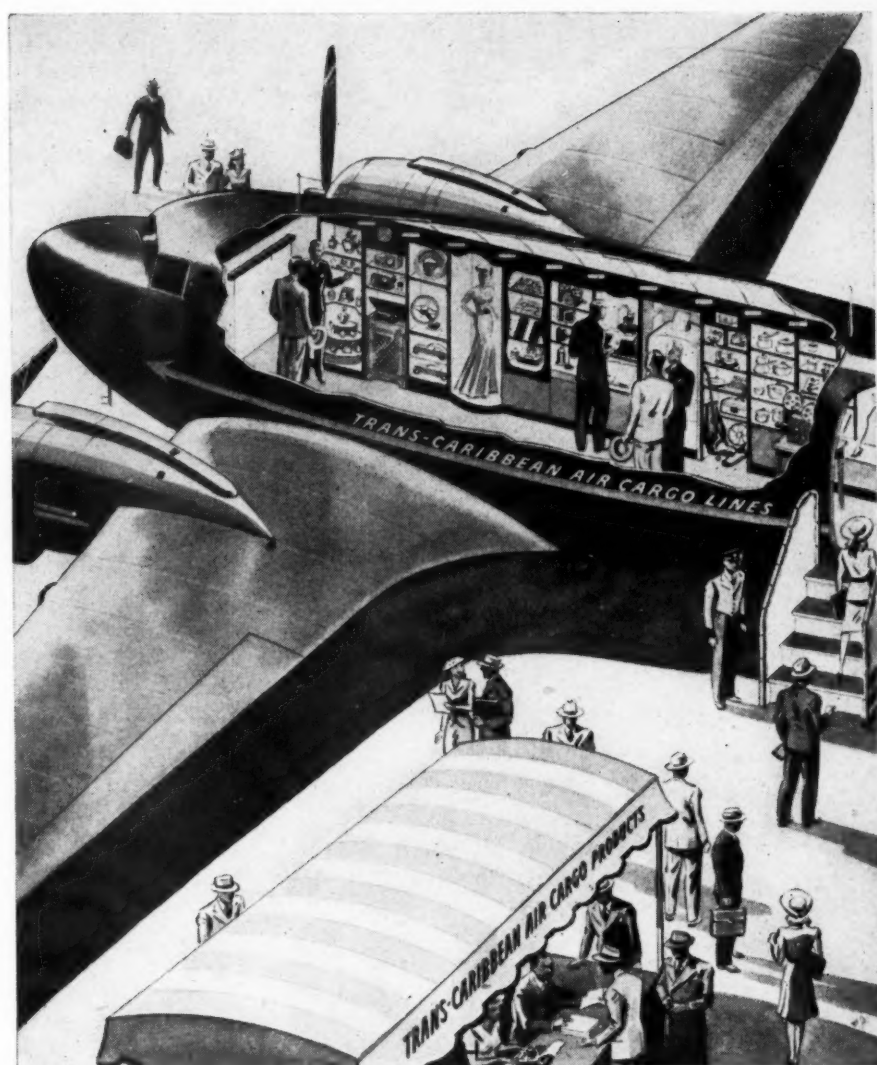
# Flying Store Takes U. S. Wares to Latin America

Flying salesmen, fluent in Spanish and Portuguese, go with Trans-Caribbean Air's distributing venture.

**H**ISTORY'S first "Flying Show Room," a DC-3 cargo airliner, operated by Trans-Caribbean Air Cargo Lines, Inc., New York City, is being made ready for a flight this spring to 16 cities in 11 countries on the eastern coast of South America and in the Caribbean area. The flight, covering more than 16,900 miles, will be made in 35 days.

O. Roy Chalk, president of Trans-Caribbean, dreamed up the idea for the "Flying Show Room" last fall as he was organizing the airline's subsidiary, Trans-Caribbean Air Cargo Products, Inc. Mr. Chalk figured that to keep his planes fully loaded with freight on the Latin American runs he would have to carry a wider variety of commodities than were usually transported by air. He was thinking primarily of the borderline class of goods priced so that they might not be able to absorb the extra cost of air freight. Yet, further study revealed that in a majority of cases where these goods were sent to foreign markets by surface vessels, the importer added 40 to 80% to the domestic price. If an airline could absorb some of the import mark-up, then obviously he would have the answer to his problem. The logical move was for Trans-Caribbean to become an export distributor. With typical speed, Mr. Chalk turned Trans-Caribbean from "just another airline" into an entirely new business. At the bottom of his letterhead he added the three words that told the story: CARRIERS, AGENTS, DISTRIBUTORS.

Last September, Mr. Chalk wrote to 250 manufacturers in all parts of the



WARES FROM THE NORTH: 28 makers of non-competing lines of appliances, autos, airplanes, textiles and costume jewelry will display samples or models in booths.

Nation. He asked them briefly if they would consider exhibiting their products in Latin America aboard his plane and if they were ready to start exporting to the western hemisphere. Of the 50% who replied, only a few were ready to start delivering for export, but they would consider the introduction of their products in Latin America aboard the "Flying Show Room" a heaven-sent promotional opportunity. Most manufacturers wanted to be on the first flight and about 50% of those who had answered had one reservation—they would participate provided no competitors would be sold space on the same plane. Such large exporters as Westinghouse with branches throughout Latin America turned out to be as much interested in space in the plane as some of the smaller manufacturers who have never exported.

The plane is being equipped with 28 booths, one for each manufacturer. Contracts have been signed for about one-half the booths. The other exhibitors will be selected in the last

two weeks from a long list of prospects. A variety of goods will be exhibited, including Coro costume jewelry, Emerson radios, Kayser hosiery, Briar pipes, Freeport stainless steel cooking utensils, scale models of autos and private airplanes, a line of electrical appliances, dresses and other women's wear.

Exhibitors can send a number of photographs to be shown on slide projectors supplied by Trans-Caribbean. In addition to these films, Trans-Caribbean will send a crew of "Flying Salesmen" who speak fluent Spanish and Portuguese.

At each port of call the "Flying Show Room" will be met by representatives of Trans-Caribbean Air Cargo Products who will be in complete charge of the plane exhibit. Preceding the arrival of the plane, the airline will place advertisements in local newspapers informing the public of the date and hour of the exhibit. Name credit will be given to each manufacturer represented. Orders will be taken at the exhibit.



# Careers in Sales:

## What Have They To Offer To Youth?

Here are seven answers. All seven of these sales leaders reached their present jobs in top management via sales. They speak from experience. Careers in selling, they say to American youth, offer both practical and spiritual satisfactions: good earnings, a road to advancement, opportunity for recognition, and enough challenge to help any man to discover and to capitalize his latent talents.



## “Recognition Of Merit”

**Says Ray W. Turnbull**

**PRESIDENT**

**Edison General Electric Appliance Co.  
Chicago**

“Salesmanship is an essentially American type of occupation because this country has grown great through the ability of its individuals and its organizations to produce.

We have come to appreciate the value of individuals and groups of individuals by the contributions they make to the growth of our country, by the production of new and better things, or improved services which contribute to our higher standard of living.

“The salesman has the distinct advantage of engaging in activities which have a continuing yardstick of value by which the effectiveness of his work and the amount of his compensation can be gauged.

It offers greater satisfaction because of this opportunity for the individual to know at all times the degree of success in accomplishment that he has achieved because the product of his work can be exactly measured, and his contribution in this productivity is also the measure of his financial value to his employer.”

**SALES MANAGEMENT**



## **“Personal Satisfaction”**

**Says Arthur H. Motley**

**PRESIDENT**  
Parade Publications  
New York City

“Anyone looking for a career is usually interested in rewards, either financial, personal satisfaction, or contribution to better living. After twenty-five years in selling, I can honestly say that selling offers all three.

“The financial rewards are substantial and unlike other types of employment, almost always are directly proportionate to the efforts and skill of the salesman.

“The personal satisfaction, the healthful activity, the pleasure of constantly meeting new people and new situations is one which accounts for the fact that sales people generally are not only happy by nature, but remain young longer.

“Last and by no means least, there is the satisfaction of knowing that the salesman makes an important contribution to the life of our country. Nothing happens until somebody sells something. Wants create jobs and wants are created by selling. Therefore, job-makers are going to be all-important in our attempts to keep this country of ours strong and prosperous.”

MARCH 1, 1946



## **“Earnings—Opportunity”**

**Says John A. Stevenson**

**PRESIDENT**  
The Penn Mutual Life Insurance Co.  
Philadelphia

“So much stress is put on the importance of distribution in the post-war era that there can be no doubt about the opportunities offered by selling as a career.

“Just as we judge investments by certain standards such as security, liquidity and yield, we usually consider business positions in the light of the financial returns, opportunities for future advancement and the possibilities for satisfaction in doing the job.

“In my opinion, the career of selling deserves a very high rating on all these counts, provided a man goes into the work on a career basis rather than merely with the idea that, in order to earn a living, he must chalk up a certain number of sales.

“The man who has sufficiently proved his ability in the sales field knows that there is a steady market for his services which, in turn, assures worth-while financial rewards. This does not mean that the man who has nothing more to offer than an attractive personality can be assured of a high-bracket income in selling.

“It does mean, however, that unusual opportunities are open to the man who has the ability and aptitude for selling and who is willing to invest in a selling career the time, energy and intelligent thought required for outstanding success in other lines of business endeavor.”

# Careers in Sales: What Have They To Offer Youth?

(Continued from page 43)



## "A Road To The Top"

**Says Philip J. Kelly**

**VICE-PRESIDENT**

**Carstairs Div., Calvert Distillers Corp.  
New York City**

"For men who can qualify, selling is attractive because it calls for activity, enterprise, ingenuity, and determination; because the pay is excellent and depends directly on the work accomplished; because it leads to even better executive positions for anyone who is ambitious in that direction; and because it is probably the essential activity for the prosperity of the country. Furthermore, selling is more fun than anything else I know."

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## "Income .... Recognition"

**Says T. K. Quinn**

**PRESIDENT**

**Monitor Equipment Co.  
New York City**

"Salesmanship must be the spark plug in the realization of our great hopes for the post-war period. The existence of products and the means with which to purchase them do not automatically assure their purchase. Their usefulness must be convincingly demonstrated and a widespread desire to own them stimulated by all known sales methods.

"A nation that can produce what it took millions of men in many armies to destroy will soon catch up on any backlog of existing demand. When our warehouses are again loaded and supply exceeds demand we shall realize, as we knew so well before the war, how indispensable to our economy are salesmanship and market development. I know from experience that salesmanship is a condition precedent to progress. So the first attraction to selling as a career is the spiritual satisfaction of contributing to the general welfare.

"During the war the inventive genius of America was not asleep. Countless new products and improvements are now in the process of development and production. Sales opportunities will be greater than they ever were before. This nation has doubled its productive pre-war capacity. Now we must double its sales strength. Because the success, in fact the very existence of the companies producing goods is dependent upon their distribution and sale in unprecedented quantities, the salesman who can produce orders will in a sense be the new ruler of the commercial world. He will be sought after and well compensated. No one will be in a position to earn and command greater rewards.

**SALES MANAGEMENT**





## **"A Range of Self-Expression"**

**Says Paul Hoffman**

**PRESIDENT**  
Studebaker Corp.  
South Bend, Ind.

"For the man who seeks a career rather than merely a job, the rewards in selling are substantial whether they be measured in financial results or in terms of the increasing satisfaction which comes from successful achievement. Through selling as a career, the man who has the ability, character and stamina necessary for substantial accomplishment, can find unlimited opportunities for growth and progress in his business life. Those opportunities were never greater than they are today.

"Selling involves knowledge that ranges from the creation of markets at one extreme to the design or even the development of products at the other. Selling deals with the complexities of manufacturing and distributing costs, as well as with the intricacies of pricing. It deals with every phase of human relations. Any field of endeavor whose activities range so widely, which comprehends so many different kinds of activities, offers infinite possibilities for the expression of specialized talents and boundless outlets for energy, imagination and ambition.

"Selling, therefore, presents an invitation and a challenge to all who are looking for the chance to build a career. But its advantages cannot be obtained without cost. It involves hard work, persistence, patience, and courage, even while it offers excitement and fascination. It demands the ability to surmount discouragement and disappointment. It calls for foresight and planning. In short, it calls for the development and exercise of high skill in meeting the problems as well as the opportunities of a competitive world.

MARCH 1, 1946



## **"Opportunity To Grow"**

**Says Clarence J. Francis**

**CHAIRMAN**  
General Foods Corp.  
New York City

"Is selling a good career? I answer emphatically, yes. Early in my business life, I became a salesman, and most of my active career has been concerned with selling and sales management. I know the same thing is true of many other men who have had a chance to go up the business ladder. There may have been a time when other phases of business were more important than selling. That time is past.

"Today the proper emphasis is on distribution—its methods, its costs, and its relation to our national economy and our national welfare. More and more, the general supervision of business enterprises must be in the hands of men who know distribution in all its phases. To have that knowledge, experience and success in actual selling is essential. I am convinced that no other area of business exceeds selling as the basis for a satisfying career for men of character, education, ability, and ambition."



**EXPERIMENTING WITH FROZEN MEATS:** Here scientifically aged meats are being prepared for freezing at the Hubbard Woods Store on Chicago's north shore. "Aging" racks are used as a sales help, can be seen through thermopane glass. Below is one of the newer self-service display cabinets for frozen foods, which allows the housewife to "see and pick."



Anyone who thinks the sailing will be easy in frozen foods is doomed to disappointment. There's a very big job ahead — involving promotion, merchandising, and transportation.

## 6 Major Problems Facing Frozen Foods

BY R. E. NAGLER

*Frozen Food Specialist  
Bob White Organization  
Chicago*

**T**HE home freezer is to the frozen food industry what good roads were to the automobile industry. The increase in motor cars spurred the good roads movement and good roads meant more cars—millions of them. Each necessitated the improvement of the other. The home freezer and frozen foods are in the same relation to each other; they must and will grow together.

The American food business is the world's largest industry. The food bill of this Nation is more than \$30,000,000,000 a year. That's about 20% of the national income. What part of this

vast amount of food is classified as perishable? Get a good hold on your chair for you are about to be surprised. Perishables, statistics show, total about \$18,000,000,000!

What impact, you may ask, has the frozen food industry made on this enormous whole? Remember, frozen foods as we know them now, were first produced as recently as 1930. Last year, approximately \$250,000,000 worth of frozen food products were prepared and sold.

Rather slow development, you could argue. Perhaps, but take the war into account. The war taught us a great

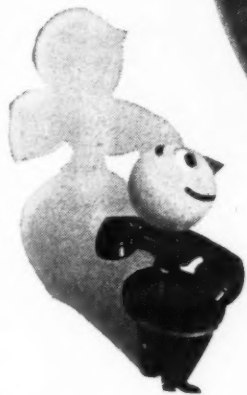
deal about frozen foods, but it delayed, very seriously, their development on the home front. It halted, almost entirely, the manufacture of needed equipment. It stopped home building and the electrification of farm homes.

Now that the war is over we are at last free to go ahead. And, men in the frozen food industry have predicted that before five more years have passed, the frozen food pack in the United States will be from eight to ten billion pounds yearly.

Before we can accomplish anything on this scale, a number of very important things must be done. To cite a few:

1. Better transportation must be made available between the packers' plants and the retail distributing centers. The best fruits and vegetables for freezing are grown on the West Coast in an area roughly measured from mid-California north and east to the Sierras and Cascade Ranges. Frozen at the source, often right in or near the fields and orchards, they must be transported to the thickly populated East and Middle East for consumption.

SALES MANAGEMENT



**BIG ...but not  
big enough**

**T**HE Bell System was big before the war, but it has to be bigger in the future. The needs of the nation have grown and it's our job to keep pace with those needs. We're spending close to two billion dollars in the next few years for expansion and improvement.

Size brings responsibilities and the Bell System aims to be big in more than size. The over-all policy is to give the best of service, at the lowest possible cost, to every one using the telephone.

**BELL TELEPHONE SYSTEM**





Such refrigeration cars as we now have are makeshift, neither equipped nor intended to hold zero temperature. The right kind of cars for this task are yet to be designed and built. Heavy losses can be sustained by even partial defrosting.

Before the frozen food industry can gain any great momentum, better refrigerating transportation must be developed. New types of cars that can be relied on to do the job must be perfected. This is a challenge to the car manufacturers, but if they meet it they will find a demand for many thousands of cars and a new business.

### Feature Frozen Items

2. Retail food merchants must do more to feature frozen items, taking them out of the stepchild class. Someone must develop a better display cabinet. It must be a cabinet that will put these marvelous vitamin-rich foods on full display, within handy reach of the customer. Much thought is now being devoted to this subject and early results may be expected. The distributor and the retailer must win new customers through a consumer-education program to be carried on at point-of-sale by well trained personnel.

3. There must be advertising and promotion on a national scale. Either some central association or group must finance the job or it must be carried on by individual manufacturers. Very likely some central organization will do the over-all job while manufacturers will promote their own name-brands. That would be fine team work. Editors of women's and food pages of newspapers, food magazines and dietitians' columns will help. The cook books must be rewritten. The Department of Agriculture is already doing a first-class job.

4. Manufacturers of packers' freezing equipment, railway refrigerator equipment, truck and trailer equipment, food storage lockers, and home freezers will all have enough stake in the development of this new industry so that they can well afford to do their share. They have a story of convenience and ease in the preparation of meals to tell—a story of nutritional value and flavors. It will pay them to join hands with the distributors and retailers to get volume sales.

Motion pictures, shorts, and trailers, used locally, should play a considerable role, and color photography will have a grand opportunity. When television comes, the convenience of frozen foods can be dramatized in the home. This has been done already by Marshall Field & Co., Chicago, where frozen food expert Christine Pensinger recently put on a frozen food program over a local television station.

5. Next must come better packaging. Two steps forward in packaging must be taken soon: (a) better protection; (b) packages permitting greater speed in processing. Most filling machines today operate at a rate of 20 to 30 fills a minute. They must be stepped up to 150 a minute. That, and that alone, will bring costs down. Research to this end is now being done by the American Can Co., and possibly by various other equipment makers.

6. The final step in frozen food distribution will be delivery to the home. This is necessary to protect the frozen foods all the way to the consumer's home freezer. With hundreds of thousands of home units likely to be sold in the next year, it will be economically sound for frozen food centers to operate routes calling on customers once every two weeks and filling their food chests with the choicest of foods. The convenience to the home-maker through saving her the daily shopping chores will be greatly appreciated and, when sold properly, a minimum order of \$8 or \$10 is possible. Light-weight delivery trucks using new insulation materials and simplified plug-in type of refrigeration units must be developed to make this service economically possible. Home delivery is beyond the experimental stage right now. Freezer Foods' Hubbard-Woods Store has successfully operated several routes for more than two years, but new routes can be added only as more home freezer owners are available as customers.

### In Experimental Stage

Prepared frozen cooked foods are still somewhat in the experimental stage. They have all the elements of romance and drama. Newspapers and magazines, through their news columns, have told something of their possibilities. But, as a rule, they still are not readily available. If you will search, you possibly will find them in a few isolated spots.

One of the smaller packers, Oscar Mayer & Co., Chicago, has developed an outstanding frozen corned beef hash and has ready for distribution a mild chile con carne which is destined to become a popular luncheon item. A New Orleans firm for some time has been shipping to Chicago a frozen oyster stew, said to be delicious, prepared by special methods. From New Orleans, too, come a shrimp creole dish and shrimp hors d'oeuvres which are getting a special play at cocktail parties.

Among the other well known packers who are beyond the laboratory period in the development of special items are Libby, McNeill & Libby, Hormel & Co., and the Rath Packing

Co., Waterloo, Iowa. Chicken a la king, frozen salads, welsh rarebit, onion soup, have proven themselves as highly acceptable items.

While almost every cooked dish can be frozen, stored, reheated, and served successfully, and even though you can now buy almost every thing from frozen hors d'oeuvres to frozen Baked Alaskas, the "complete frozen meal in a package" is still in the future. However, lots of experimenting is going on and the housewife can look forward to saving from 50 to 75% of her time spent in meal preparation, by making full use of the new conveniences brought about by frozen foods and home freezers.

### Expenditure on Perishables

The \$18,000,000,000 spent yearly for so called perishables, taken as a whole, goes for foods which fall into five classes. These are:

1. Garden fresh, unprocessed foods bought as nature made them. If really garden fresh, no one will question their superiority, at least not I.

2. Frozen foods, which come next in desirability if processed immediately after harvesting. Of all processed foods, if taken at the peak of perfection, they rank first in vitamin content, color, and flavor.

3. Canned foods, which are good and sold in great volume but which, because we all know them, need no further comment.

4. Dehydrated foods. There are some dehydrated foods which are of excellent quality and serve special purposes, but on the whole they are not looked upon as a serious threat.

5. Anhydrous foods. These are new and comparatively little is known about them. They are in reality dehydrated foods prepared with a speeded-up process. A wind tunnel is used to grab the moisture out faster. It is claimed that more of the natural flavor is retained. They seem still to be in the laboratory stage.

One of the principal hurdles which the frozen food industry must start to surmount immediately is the problem of warehousing and distribution. Retailers who have opened frozen foods stores, and larger stores which have opened departments, complain that they are still not sure of a reliable, well rounded stock of goods at all seasons.

This will probably require the construction of more zero cold refrigerator warehouses at many strategic points throughout the United States. These must be very close to the stores or there must be equipment for holding the products frozen in transit.

Again, since frozen foods retailing is still in its infancy, very few retailers

know much about their handling or selling. For that reason it will stand the wholesaler or distributor in good stead to help his dealer to the hilt. The distributor should instruct the retailer in the proper temperature and care of cabinets. He should be able to furnish the retailer with educational material. He may find it wise to send in a demonstrator to assist in the education of employes and consumers.

Employes who sell frozen foods in the Marshall Field & Co. store in Chicago, report that about 50% of their time is taken up by customers who fire questions at them. This should prove that there is a great need for consumer education.

### Affects Sales

Lighting, cabinet arrangement and display have all been found to affect sales materially. By changing the arrangements and leaving the covers off the cabinets during the sales day, one store immediately jumped sales by \$50 a day. Oddly, the department store found that heavy traffic actually reduced sales.

One department store, on opening a frozen foods section, made arrangements for supplies with several distributors. After a few weeks they were doing business with only one. Asked why, the buyer replied:

"This company has a live salesman. He works with us. He gives us attention and assistance and advises us about merchandising. He watches the quality of his goods and gives us a satisfactory variety of items. The other salesmen simply let themselves out of the picture through neglect.

Typical of other research constantly being done by the frozen foods industry, the work done by Freezer Foods, Inc., Chicago, might be pointed out. This organization, which built the all-frozen foods store in Hubbard Woods, a suburb on Chicago's north shore, as a sales testing operation, now scientifically ages fine cuts of meat in seven days whereas it formerly required from 21 to 28 days.

In using this method, the quarters of meat are placed on racks in a cabinet. Humidity is kept constantly high and temperature is carefully controlled. The temperature speeds the "aging" process and the humidity prevents drying out. Checks of the claims were proved in tests run by a large Chicago packer and by the Quartermaster Department, U. S. Army. One such test showed a sufficient saving to make it possible to age all meats and at the same time to improve their eating quality at least one grade.

Freezer Foods also uses the rack in its Hubbard Woods store for sales

purposes. The rack is in full sight of the customer who can see the meat being aged through thermopane glass windows. This is the first time a meat display and meat cutting operation have served as merchandising aids.

The U. S. Department of Agriculture, in a radio program, released last year, had this to say about the Hubbard Woods store:

"A distinctive feature of this store is the monthly delivery service to homes of home freezer owners by snow-white sub-zero delivery trucks. This service makes it possible for the home owner who owns a frozen food unit to buy in quantity and to save shopping time.

"Back of the scenes at the store is a laboratory, test kitchen, taste bar, and aging room for meats . . . also a large zero storage room. Liberal storage space permits large purchases. In the case of meats, the organization stresses the quality angle, and only U. S. choice beef is used. The meat is bought from packers in wholesale cuts and aged under a new, patented process.

"Perhaps you'd like to know what's offered at this frozen food store. In meats there are beef steaks and roasts, veal chops, steaks and roasts, and frankfurters, hamburger, and boneless beef stew. There's lamb, too—leg-of-

lamb, lamb roast, kidneys, and chops.

"And let's not overlook pork on hand such as, roasts, tenderloins, chops, links, ham, and bacon. Mallard ducks, pheasants, and rabbits are among the game offered, and the selection of frozen fish includes shrimp, fillets of cod, mackerel, perch, sole, flounder, as well as salmon steaks, shad roe and scallops."

The Department of Agriculture then lists the fruits, berries, vegetables, frozen soups, and welsh rarebit.

### Frozen Foods Institute

A group of frozen foods specialty store owners recently organized under the name, Frozen Foods Consumers Institute and have registered an Institute Seal of Approval. A research and test kitchen have been set up under the direction of Miss Elaissee Bitter, an outstanding dietician. The chief functions of the research kitchen are the development of new frozen cooked food items and quality control of all frozen foods sold by members of this group. My prediction is that the return of peace, in years to come, will be looked upon as the time when the frozen foods industry really came into its own. We are right now at the beginning of real progress.



**SALES EXECUTIVES**

**B**USY planners find our luncheon, meeting and convention facilities are ideal for getting more work done in less time. Good food and courteous service go hand in hand with luncheons and banquets—we can accommodate groups up to 600. Our central location—on New York's busy West Side—is convenient to all business, shopping and amusement centers. Easy access to the Pennsylvania and Long Island Railroad Stations by direct private tunnel.

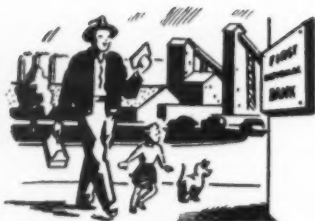
Modest rates and unparalleled facilities make the Hotel New Yorker a logical choice for your meetings, luncheons and banquets.

Address: Sales Dept.


**Hotel NEW YORKER**

Member—American Hotel Association  
34th Street at Eighth Avenue, New York 1, N. Y.  
Direct Tunnel Connection to Pennsylvania Sta.  
Home of Private-Rayon Bathrooms . . . They're Ultra-Visior-Rayon

FRANK L. ANDREWS, President      2500 ROOMS from \$3.85



## SPEAKING OF WAGES

The Pulp and Paper Industry pays higher average wages and offers steadier employment than those industries where demand fluctuates. That's why paper mill towns are good towns for the merchant... good towns in which to live. 

## PULP & PAPER INDUSTRY

71 COLUMBIA STREET  
SEATTLE 4, WASHINGTON  
PORTLAND • DENVER • VANCOUVER • NEW YORK  
SAN FRANCISCO • NEW ORLEANS • LOS ANGELES

A MILLER FREEMAN PUBLICATION

*They go together*

# Knoxville

and

# WNOXville

They think alike—buy alike and add up to the greatest radio market in East Tennessee. Both listen most to WNOX. Knoxville alone is a great market—but it's only approximately 7% of WNOX's total audience.

See your  
BRANHAM  
man for  
availabil-  
ities.



REPRESENTED BY  
THE  
BRANHAM  
Co.

Affiliated with  
THE KNOXVILLE  
NEWS-SENTINEL

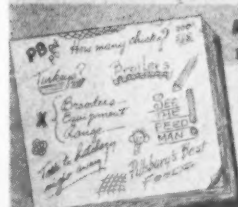
# WNOX

CBS • 10000 WATTS  
KNOXVILLE, TENN

## Pillsbury's Tips to Farmers Straight from the Feed Bag



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	31	1	2	3	4	5



### RIGHT NOW is the time to make your poultry plans!

It takes a lot of planning (and dreaming, too) to make a real success of poultry raising. This week is not a bit too early to answer some important questions in your own mind, to get things organized and ready for the start of the season.

### HOW WE CAN SERVE YOU BETTER

We can do a far better job of supplying the Pillsbury's Best Feeds you will want during the season, if you will tell us about your poultry plans in advance. We'll appreciate your cooperation—and it will be to your advantage.



BUILD FOR THE FUTURE  
WITH  
Pillsbury's Best Feeds

1946 December 1946	1946 January 1946	1946 February 1946
SUN MON TUES WED THU FRI SAT	SUN MON TUES WED THU FRI SAT	SUN MON TUES WED THU FRI SAT
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28

Here's an advertising calendar that serves as a point-of-sale promotional piece. It is issued by Pillsbury Mills, Inc., Clinton, Iowa, for display in feed stores, small-town banks, filling stations, and other places frequented by farmers.

By making it a weekly calendar, Pillsbury Mills puts across 52 new messages a year. This weekly change renews the viewers' interest and provides appropriate openings for Pillsbury to play up the seasonal uses of its entire line of products for the livestock and poultry raiser.

Pillsbury plans to extend this promotional calendar to its dealer co-op calendar in 1947. The new calendar will be a smaller size than the present 9" x 12" and will be suitable for home use. In addition, it will contain a practical farm record form on the back of each sheet.





**Not enough  
output  
for all  
markets ?...**

**...The ones to  
take care of  
first are**

# AMERICA'S **BIG CITIES**\*

\*Every manufacturer with shortages has his own formula for rationing output. But they usually end up by giving most of the goods to the dealers who make most of the sales—which means the Big City dealers . . . If you want your advertising to give this same priority to your key outlets, put it in "This Week", the Big City Magazine that blankets the 23 markets where America spends 63¢ of every retail dollar.

**THIS  
WEEK**  
MAGAZINE  
*for the*  
**BIG Cities  
BEST Dealers  
BIGGEST Sales**

# What Traits Make A-1 Salesmen?

Two psychologists examine the results of psychological tests made among salesmen with the object of spotting the characteristics which seem to distinguish the best men from all others. Their findings can be useful in both interviewing and appraising new applicants.

BY  
EDWIN G.  
FLEMMING, PH.D.  
and  
CECILE W.  
FLEMMING, PH.D.

**I**F there is such a person as a salesman "who can sell anything," we haven't found him. But most highly superior salesmen *do* have certain aptitudes and characteristics in common. A study of some of these factors which distinguish superior men, as a group, from all other salesmen, can be helpful in improving our judgment and lifting the efficiency of selection procedures.

The nature of these factors shows up clearly in research data accumulated as a result of studies made among thousands of salesmen in hundreds of companies representing widely diversified lines of business. This article is a result of research of this nature and scope.

Each type of selling operation and each sales organization requires of its salesmen certain specific qualifications of its own. Successful salesmen for a hardware company often cannot sell canned goods to the retail grocer. The sales engineer needs different qualifications from the insurance salesman. Even in the same line of business, such as drugs and pharmaceuticals, a successful salesman for one manufacturer will not necessarily succeed with another.

The type of man who succeeds in a given enterprise is determined not only by the assets of the man, but also by the relations between his qualities, the policy of the company, and what might be called the "personality" of the organization. In a highly geared, hard-driving, dynamic sales organization, for example, the steady, plodding plugger is likely to go unappreciated. While the old-line firm with a well established business may be upset by the brilliant fast-stepping salesman.

However, despite the great variety and individuality of sales organiza-

tions, there are certain basic psychological qualities that are likely to distinguish the best salesmen from the poorest in any selling organization.

Every sales manager has some notion of his own based upon his particular experience, as to the qualifications necessary for success in his organization. There are special requirements for special situations. There sometimes are minimum educational requirements. Some sales managers impose age or experience qualifications. These qualifications are usually applicable only in a specific organization and are not likely to be valid upon wider application. They usually have not been subjected to searching study and critical analysis. The sales manager is not a personnel man; he has not been trained

in personnel methods. He consequently cannot be expected to arrive at conclusions which are likely to be of universal application.

Interest in selling differentiates the salesman from men in other occupations. But interest alone is not enough to distinguish good salesmen from bad. For though all good salesmen are interested in selling, many poor ones are equally interested. The very fact that a man has chosen and stuck to the field indicates an interest—not necessarily an aptitude. The problem in selecting salesmen is not so much in finding men who are interested, but in picking from among those interested the men who have the basic characteristics which will enable them to succeed in the field of their interest.

The best salesmen are usually dominating. They may dominate situations, interviews, or customers either by reason of personality, dynamic energy, authoritative knowledge of their field, the soundness of their judgment, the logic of their presentation, or by "stepping in and taking charge." They



*"I sometimes wonder if the sales department has a friend left in this world!"*

# SALESMEN'S REPORTS:

## USED OR "FILED AND FORGOTTEN?"

### *Salesmen's reports can serve as a helpful management tool if*

1. They are used as a basis for discussion with salesmen.
2. They show where the salesmen need help.
3. They show if the salesmen are calling on and selling key personnel.
4. They show whether the salesmen are making too few or too many calls.
5. They show the competitive situation for each account.
6. They indicate the interests of the salesmen.
7. They show the dollar value of each sale and whether "new" or "reorder."

### *Salesmen's reports can help salesmen in self-development if they are used*

1. To determine the value of each account.
2. To determine his progress in developing additional business for each account.
3. To determine the difficulties that he has had, and is having, with each account.
4. To determine the activities of his competitors.
5. To know the changes in the key personnel of his accounts.
6. To review his coverage of each account during the current year.

—JOHN F. PIERCE

may or may not be good talkers. In fact, many an expert salesman dominates a sales situation by leading his prospect to do the talking, and then leading him to the desired end—the expression of a need which the salesman is in a position to gratify. Many excellent salesmen are as good at listening as they are at talking; but they nevertheless dominate the interview and never let it get out of hand or go far astray.

Yet to control a situation, a prospect, or a customer, a salesman need not be domineering. As a rule the domineering salesman is likely to create resistance which makes it difficult to sell the customer again. In addition, he is usually hard for management to handle, since he is inclined to use his domineering tactics upon his management as well as upon his customers.

### Top-Notchers Plan Ahead

Top-notch salesmen are generally able to lay out their daily, weekly and monthly routine in an orderly way. They are not inclined to act on impulse. They work in accordance with a well-prepared plan. They follow-through on company policy, price schedules, contract terms, and trade arrangements. They have the patience to prepare the ground and wait for the returns they know are bound to come as a result of their preparation and follow-through. They do not grasp at straws and eagerly take an inadequate order just to have

something on the books when a bigger order can be swung by "holding their horses."

In their personal lives, the best salesmen are unlikely to get themselves in hot water because of their volatile natures. They do not usually act on the spur of the moment to secure some temporary or fleeting pleasure without considering the ultimate consequences of their actions. The best salesmen do not go off half-cocked.

### "Live and Let Live"

The best salesmen can usually get along with all kinds of people. This observation is not new. It has long been known that salesmen as a class have an excellent capacity for handling people. They are tactful and have good judgment in social situations; they are able to size up people as they talk with them; they have a good sense of humor. Good salesmen usually are tolerant and not inclined to judge people's actions on the basis of common prejudice. It has been said that salesmen work on the precept of "Live and let live." The better the salesman, the better his ability to get along with people.

There is an important difference between the ability to get along with people and an outstanding capacity for social mixing. In fact, poor salesmen are just as good social mixers as good salesmen. The difference is that the good salesmen entertain and socialize for constructive ends. They can take it or leave it, whereas the

poor salesman is likely to be too dependent upon human companionship. The playboy needs people, and his socializing is explained as "entertaining customers."

Actually, the poorer salesman is merely excusing his own personal need for company. He usually spends too much time, and wastes energy and money with the wrong people in the wrong places. He doesn't know what to do with his spare time, so he seeks the company of someone else to fill the void left by his own lack of inner resources and self-sufficiency. The best salesmen seldom have any "spare" time. They can use their time, in the late afternoon or evening, for planning, arranging their promotion material, writing letters, or studying the company's bulletins.

### Top-Notchers Are Accurate

The best salesmen are more often than not accurate in their knowledge and in their thinking. They are above average in this respect. They have the capacity to observe fundamental principles and to apply those principles to new situations. They do not emphasize detail. But they can comprehend detail and do not neglect it in their observation or in their thinking, for it is from the observance of detail that accurate principles are deduced. We are not referring now to salesmen in general, only to the best salesmen.

Superior salesmen have a superior knowledge of selling methods, sales strategy, and sales technique. Regard-



less of his experience, the salesman with the greatest potentialities for success in selling has a feel or a flair for the right approach, for the right answer to objections, for the most telling appeal. He does not have to experiment—he knows. He is not an individualist with his own peculiar and special methods. He is orthodox. He may have his own refinements, his own little variations; but his methods are founded on the same principles that salesmen have used ever since Eve sold the apple to Adam.

The first-class salesman has much in common with the purchasing agent.

He has or can readily assume the buyer's point-of-view. He understands, the buyer's psychology. He can understand the buyer's language. He is interested in the sort of books, magazines, and newspapers the buyer reads. He has a similar outlook on business, political and social life. He likes the same sports that the buyer likes; he dislikes the same kinds of people that the buyer dislikes. His preferences are the buyer's preferences. The more the salesman has in common with the buyer, the better salesman he is likely to be.

But the best salesmen also have the

point-of-view of the production man. They appreciate the problems of the factory superintendent. They can think in the same terms as the shop men. They can exchange ideas with the men responsible for making the product they sell. They understand the manufacturing process, and realize the relations between the production schedule and the distribution problem.

To summarize the characteristics of better salesmen:

1. They are dominant.
2. They are not impulsive.
3. They are tactful.
4. They are able to size up people as they talk with them.
5. They are tolerant, and good judges of human nature.
6. They have a sense of humor.
7. They are accurate in their knowledge and in their thinking processes, without the slow and meticulously careful attention to technical detail more characteristic of the precision mechanic or specialist.
8. They have a superior knowledge of orthodox selling methods and techniques.
9. They have much in common with purchasing agents.
10. They have much in common with factory production men.

#### Improve Screening

These qualities and characteristics are not easy to determine accurately in an interview. But sales managers can, by becoming keenly conscious of their importance, attempt to obtain data on these points in their interviews with applicants, from the application blank, and by questioning a man's references. They can improve their screening of applicants by checking these items as probably being present or absent in each applicant.

Few good salesmen will possess all of these characteristics. But if a sales manager gets a distinct impression that an applicant possesses most of them, he is ready for the next step—testing him with a battery of psychological tests that measure these particular factors with a high degree of validity and will reveal whether the applicant has other characteristics necessary for success with the particular company.

The selection of the best salesmen is no longer a matter of chance. It is the result of observation and analysis, careful screening, adequate testing by qualified experts, and sound final judgment by management based upon all the available data.

Another article by the Flemmings—"An Outline of a Well-Rounded Procedure for Selecting Salesmen"—will appear in the March 15, 1946, issue of SALES MANAGEMENT.

SALES MANAGEMENT

# LAWRENCE

## HOLDS THE SPOTLIGHT

Holding the spotlight of attention, Lawrence is the chief distribution point—the source of supply from which the retail markets of the Merrimack Valley are serviced. With 99 wholesale outlets, occupying acres and acres of storage space and the Eagle-Tribune to tell your story, there is a potential market for your product in Lawrence. Annual retail sales in Lawrence, \$50,686,000 (Survey of Buying Power, Sales Management, 1945).



## The EAGLE-TRIBUNE

### LAWRENCE, MASSACHUSETTS

WARD-GRIFFITH CO. - NATIONAL REPRESENTATIVES

# The Globe-Democrat's

continuous survey

of retail grocer sales

has made St. Louis

America's No. 1 test market

Here are the 27 food classifications in the Globe-Democrat's Grocery Audit

- Package Laundry Soap
- Bar Laundry Soap
- Cake Flour
- Dehydrated Soup
- Chili Con Carne
- Cleansers
- Water Softeners
- Bleaches
- All Purpose Flour
- Pancake Flour
- Prepared Flour Mixes
- Toilet Soap
- Coffee
- Instant Coffee
- Dry Dog Food
- Ready-to-Eat Cereals
- Hot Cereals
- Shortening
- Margarine — Butter — Lard
- Evaporated Milk
- Peanut Butter
- Baby Food
- Baby Cereal Food
- Catsup and Chili Sauce
- Canned Soup
- Desserts
- Spiced Luncheon Meat

**St. Louis Globe-Democrat.**

Only the Globe-Democrat claims to cover successfully the rich and important market of the 49th State, which includes 87 counties in Eastern Missouri and Southern Illinois.



Would you like to know what makes a sales curve go UP? Or down?

To give manufacturers of grocery store products a look-see into the effects of price, packaging, merchandising and advertising, the St. Louis Globe-Democrat Grocery Store Audit was introduced, more than four years ago. This reliable audit now furnishes revealing figures on relative sales positions of more than 450 individual products in 27 grocery store lines in this busy midwest market.

If you're planning a test campaign on a new product, St. Louis is the test market to use because the Globe-Democrat Grocery Store Audit gives you a graphic picture of market expectations, as well as sales results. If your product is an old-timer, you need to know what's causing up-and-coming pressure from your competitors.

Write for details . . . St. Louis Globe-Democrat, Dept. 104, St. Louis, Missouri.



REPEATER-PUNCH: "Glassware with Bounce" greets consumers from the pages of magazines, catches them again in window displays and interior exhibits of department stores. Macy's window capitalizes on blow-ups of photographs used in national advertising, plays up Libbey's Heat-Treated Tumbler carton—printed in red, yellow and black to suggest fire and flame, designed to solve retail display and packaging problems.

Libbey Glass faced a problem with the new "Heat-Treated" tumbler, "the glassware that bounces." So they developed a package capable of carrying a big share of the selling burden, and created a complete, well-rounded promotion plan to generate point-of-sale interest.



## A Better Product, but It Looks Like Cheaper Rivals—What to Do?

BY K. C. WHITE

*General Sales Manager  
Libbey Glass Division  
Owens-Illinois Glass Co.  
Toledo*

**W**ITH return of peace Libbey Glass found that it had something really new in its Heat-Treated tumbler. This glass is a development of wartime research and progress. Tough and resilient, it lasts from three to five times longer than ordinary glassware. We call it the "tumbler with bounce," and we believe that a development of this importance deserves special merchandising.

From the days of the Phoenicians,

the first glassmakers of record, little advancement had been made in packaging and packing glass until very recently. Down through the age of Egyptian glassmakers and on, almost to the present, glass manufacturers always protected their products with straw. Many still do it.

Department stores and others, after removing glassware from its original barrels, would often retain the straw for re-packaging to the ultimate consumer. It was all a messy business—at

the factory, in the store and in the home. There was too much breakage in transporting and in handling, and often breakage losses wiped out profit.

Destroy a store's profits in a department and the management grows cool on that department. This coolness, especially in department stores, often discouraged sales and promotions of glassware. It was something the entire industry was up against. What was the cure? Usually a cure is possible if the cause of the trouble is known.

Pre-packaging at the factory, we decided, was the most vital thing to do. The same package that left the store, we felt, should in the end reach the home of the retail buyer. We wanted a package that would not be too costly, because glassware for util-

SALES MANAGEMENT





# are you packaging a DREAM?

**KEEPING** milady beautiful is one of America's biggest businesses . . . and it takes a billion and a half boxes to supply her with these needs.\* The soap and cosmetic industries, expecting a ten percent increased volume, have voted the set-up paper box their favorite container. For distinctive, economical styling it is the set-up paper box every time — it has strength, versatility, and greater sales values, too. If you're packaging a dream . . . and need added protection . . . investigate the set-up paper box.

\* Consult your nearest paper box manufacturer. Ask him for the latest packaging survey (Dept. 30), "Soap and Cosmetics Industry".



## NATIONAL PAPER BOX MANUFACTURERS

AND COOPERATING SUPPLIERS

Liberty Trust Building • Philadelphia 7, Penn.

FOR INFORMATION OR SERVICE • CONSULT YOUR NEAREST SET-UP BOX MANUFACTURER



MARCH 1, 1946

[ 61 ]



"CHUCK-A-LUCK" . . . Once again, demonstration proves its selling value. "Chuck-a-Luck" unit shows Mrs. Housewife that Libbey means what it says—that heat-treated tumblers are loathe to break, are more likely to bounce back in one piece. This counter display at La Salle & Koch's, Toledo, ties in with company's national magazine advertising.



ity purposes in the home is not a wide-margin item. We also wanted a package that would be handsome enough to attract, one that would protect the contents, one that would do a "selling job."

Put two tumblers of the same kind—one Heat-Treated and one regular—on a shelf in a store and no difference is visible to the eye. They look exactly alike. But the Heat-Treated tumbler shows up very different under a laboratory device called a polariscope. It shows that the two outer sides of a glass wall are under compression, leaving the middle "in a state of tension." This is the factor that gives the glass its extra hard property and resistance against breakage.

How were we to tell the public about it? Through pre-packaging we had taken the haystack out of the department store and the hay cock out of the buyer's home. Now, if we were to succeed, we must get across the story that it would pay the buyer to spend those extra few cents to get the better tumbler. And, of course, we wanted the housewife to buy in sets, usually units of 12, instead of possibly four or six.

Our first step was to distinguish each individual tumbler, identifying it with an acid-etch mark, "H-T," meaning heat treated, applied in manufacture after the heat treating. This, in grayish-white, appears on the bottom of each tumbler inside a star. It guar-

antees the buyer that he is getting a Heat-Treated Libbey glass. It is the only way even an expert can tell one from the other without use of the polariscope.

If the Heat-Treated (H-T) tumblers were to be sold successfully at the necessary slightly higher price, occasioned by the additional processing, then the right kind of story told on the package would be very important. The carton, each with its dozen units, is purposely brightly printed in red, yellow and black to suggest fire and flame. A special die-cut top makes it into a display carton when opened. The Libbey and Heat-Treated names, and the Safedge guarantee are prominently exhibited. The package is suitable not only for store display, but also facilitates easy handling and delivery, a factor that no doubt makes the promotion much more profitable to the retail store.

### A Complete Program

Libbey then developed a complete merchandising program on Heat-Treated tumblers that is highly successful. The tumblers are nationally advertised in *Time* magazine—beginning in April, 1945. These advertisements, using a unique stroboscopic photograph, is captioned: "New! A Tumbler with Bounce!"

The campaign was created and placed by Libbey's advertising agency, the J. Walter Thompson Co. Each retail store is furnished with a "Heat-Treated Promotion Packet" containing complete information for the store's retail promotion. This material includes reprints of the *Time* advertisements for store point-of-purchase display easels stating "As Advertised in *Time*."

It also contains several mats for local newspaper advertising, suggestions for window and store displays, a blueprint diagram for building a "Chuck-a-Luck" demonstration unit, and publicity material prepared by Libbey's publicity counsel, Steve Hannagan Associates.

Wherever possible retail salespeople are shown an instructive sound movie in color, "Libbey Safedge Heat-Treated Glassware." Such group meetings with sales personnel proved extremely helpful in the success of the promotion.

Brief, simple suggestions to be used as selling points are given to retail salespeople. Here is a sample of them, the message printed on sheets and furnished in sufficient numbers so that each salesperson can have one:

1. "Heat-Treated" Tumblers 3 to 5 Times Stronger—By actual test lasts 3 to 5 times longer than ordinary tumblers.

# In Seattle... *everybody knows* Royal Brougham

Wherever you travel around the Pacific Northwest . . . among followers of school athletics, in stadiums packed with professional sports enthusiasts or out in the sand lots where the kids are tossing a ball around . . . you'll find that Royal Brougham is a well-known personage. They all respect and like him, too, not only as Sports Editor of the Seattle Post-Intelligencer, but also as a battler for honesty in professional athletics and a constant crusader for new and better playfields and gyms for the kids.

Royal has annually promoted such outstanding local sports events as the Golden Gloves, Silver Skis downhill race on Mount Rainier, the local All American boy baseball game, State Championship junior golf tournament and the Hole-in-One golf tournament.

All of these helped to build his reputation as a man who does things . . . but when the war broke out Brougham rolled up his sleeves and really went to work. As chairman of the Northwest Camp and Hospital Council and chairman of the Seattle War Athletic Council, his committees raised over a quarter million dollars for hospitals and servicemen's recreational facilities, including the installation of a new, modern all-purpose sports field at a local Naval hospital for the rehabilitation of the wounded—a project which was paid for entirely from the proceeds of Post-Intelligencer sports promotions.

Royal Brougham typifies the progressive spirit of the Seattle Post-Intelligencer, whose alert local staff has helped to establish it as the great newspaper of the great Pacific Northwest.



the  
*Post-Intelligencer*  
seattle

REPRESENTED NATIONALLY BY THE HEARST ADVERTISING SERVICE



2. **Wartime Development**—Made to Army and Navy specifications, now available for first time for civilian household use.

3. **Made by Libbey** — Strongest tumbler ever made by Libbey—Makers of quality table glassware for over 125 years.

4. **Guaranteed** — Every Safedge glass unconditionally guaranteed "A New Glass if the Rim Chips."

5. **Matched Set** — three matched

sizes: 5-oz. juice, 9-oz. water, and 12-oz. beverage.

6. **Handy Household Shape**—Easy to hold and attractive.

7. **Conveniently Packed** — One dozen packaged in individual easy-to-carry carton.

Local newspaper and radio publicity material is supplied for local use as follows:

1. News story for woman's page.

2. Alternate woman's page story for use by second newspaper.

3. Special radio script in dialog, written for station announcer and store's commentator.

4. Special radio script for store's commentator.

5. Spot radio announcements.

A few short quotes from the radio script will give, in some measure, an idea of the kind of story we are trying to get across:

*Announcer:* I have seen pictures of the Heat-Treated tumblers actually being dropped on the floor and bouncing. Do they always bounce?

*Commentator:* Well, of course, you must take reasonable care of any glassware. But the chances are, a Heat-Treated tumbler, when dropped accidentally, will bounce where an ordinary tumbler would break. And another thing—the new tumblers can stand extreme temperature changes, too.

*Announcer:* Well, that is a good point, for I think many ordinary glasses are cracked by being put into water too hot or too cold. How did this new development in tougher glassware come about?

*Commentator:* Heat-Treated glasses were first produced on a large scale for military use. The Army and Navy wanted a glass that was lightweight and attractive, yet would stand rough treatment in mess halls. Libbey Glass has supplied hundreds of thousands on Government order, and now there are enough for civilians to have them, too.

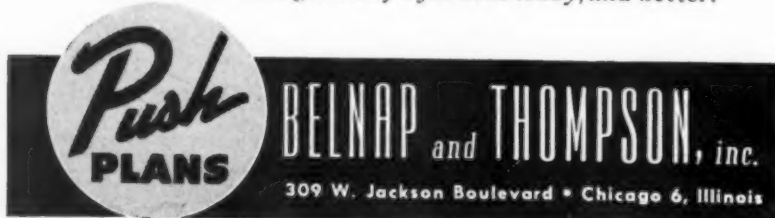


## ...through our NEW 1946 "Push Book"

Win "first prize" in sales with incentive plans sparked with these nationally-advertised prizes—the wartime dreams of postwar products!

WRITE TODAY for your FREE copy! Hundreds of long-awaited items are colorfully illustrated. Radios and appliances by Westinghouse, General Electric; bicycles, Mixmasters, cameras, movie projectors, toasters, silverware!

In training new men, rehabilitating old timers, or launching a new product, you can *Push* your campaign with Belnap & Thompson's intelligent and aggressive follow-through plans. Get your copy of the 1946 "Push Book" and get *today's job done today*, and better!



### Easy-to-Carry Cartons

After that, getting down to buying suggestions, the announcer goes on to say:

"They are already packaged in cartons that make them easy to carry home. There are a dozen glasses in each carton, and you have your choice of three sizes. There's a small five-ounce juice glass, a nine-ounce size for water, and a tall twelve-ounce beverage glass for milk, iced tea, coffee or other drinks. I imagine most women will want all three sizes, for they are all in matching design and set an attractive table. The shape of these glasses, aside from being pleasing to the eye, makes them particularly easy to hold—even for the children."

These Heat-Treated Tumbler promotions are successfully sponsored by department stores from coast-to-coast. Promotions will continue until the housewife becomes familiar with what heat treating means and the merchandise becomes a staple in every glassware department.

SALES MANAGEMENT



THE COUPON ON PAGE 78

**pulled**  
**23,576**  
**REQUESTS**

WHEN the November, 1945, issue of The Progressive Farmer was about ready to go to press, one of the editors suggested that some subscribers might like to have a reproduction of the front cover (pictured above) as a memento of their sons' service in World War II. A coupon was inserted at the bottom of page 78 of that issue, offering free reproductions of the cover. The offer was limited to parents of servicemen.

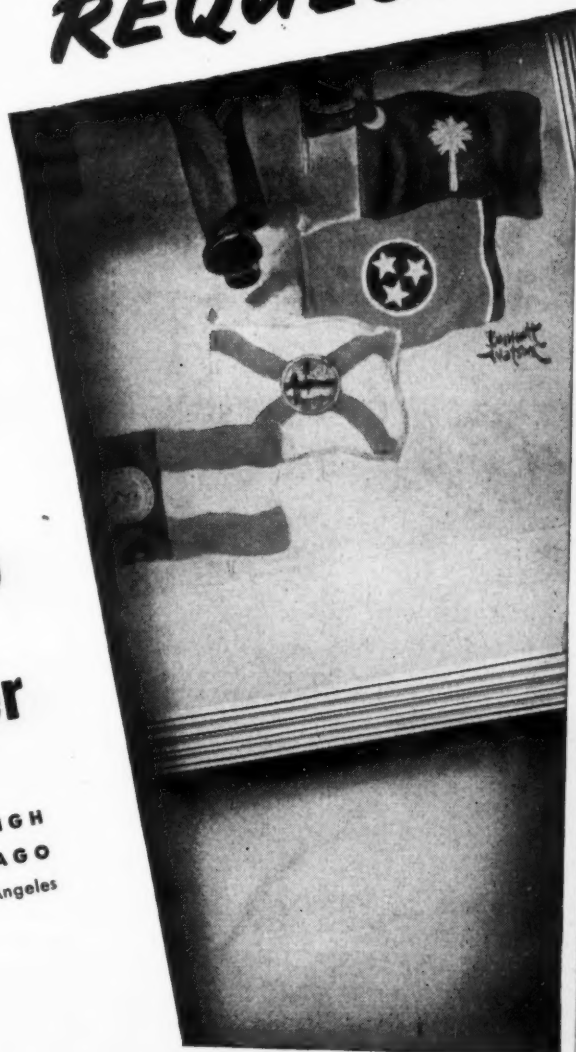
Up until the time the advertisement you are now reading was prepared, 23,576 families had sent in requests, with more coupons arriving in every mail.

The prosperous farm families of the South will respond to your advertising in The Progressive Farmer, just as they respond to the many editorial features and services offered on the pages of their favorite magazine each month.

The Progressive Farmer is the South's leading men's magazine... the South's leading women's magazine... the South's leading young people's magazine. More Southerners read The Progressive Farmer than any other publication.

**The South Subscribes to**  
**The Progressive Farmer**

Advertising Offices: BIRMINGHAM, RALEIGH  
MEMPHIS, DALLAS, NEW YORK, CHICAGO  
Pacific Coast: Edward S. Townsend Co., San Francisco, Los Angeles





# THEY'RE IN THE

**PUBLICITY-BROKEN . . .** but shy about personal notoriety, is deep-voiced, drawing Alfred O. Buckingham, vice-president of Cluett, Peabody and Co., Inc., and the new vice-chairman of Brand Names Research Foundation, Inc. You've got to make tracks to get where he is at 49—most of his were made on the same home grounds—at Cluett, Peabody. When he came back from World War I, and had taken off his 2nd Louie's uniform for all time, he hitched his wagon to their star, as a lowly order clerk. The upward climb included stints as salesman; assistant manager of the San Francisco office. A short nine years from the day he came to them, Cluett upped him to advertising manager. Since '36 he's been v.-p. in charge of advertising and market research. Socially amiable, he'll talk your Cluett, Peabody shirt off; a rabid amateur photographer, he likes to watch polo, has the enviable reputation of being a good workman and a good friend. For a clearer idea of the Foundation's work—pg. 119.

**"EVERYTHING IS SELLING" . . .** says Joe H. Howell, when someone asked him how he could adapt his experience as manager of the furniture department at Neiman-Marcus Co., to his new job as director of sales for Globe Aircraft Corporation's Swift airplanes. Joe is a firm believer in the idea that whether it's marbles or steam rollers, selling remains selling—the guy who can sell one can, with a little practise, move the other. Maybe he got sold on airplanes during the war—he was a pilot in the Royal Air Force, Coastal Command. Like most Air Force pilots he's a stripling—29. For Swift he's set his cap, for this year, at 50,000 personal airplanes. That, he estimates, will be 10% of the total personal-aircraft sales throughout the country. To do it he's organized the conventional distributor-dealer arrangements, with distributors signing franchise contracts directly with the factory. (Editor's note to lady-readers: He's single.) Aviation has its sights trained on him.



**COOKING-SCHOOL IN PRINT . . .** Any conversation about Jessie De Both (rhymes with Ruth) sounds like a corporation tax report. For Jessie, who has just signed 25 daily metropolitan newspapers to carry her new food feature, "Jessie's Notebook," is the girl who has written 35 cookbooks, has had personal contact with 10,000,000 women during the 15-year life of her cooking schools. She used to jam Chicago Stadium to a capacity 25,000 with her famous Cooking School of the Air. She's taught in Hawaii, Canada, and all the 48 states; her cookbooks have been read by 8,000,000 women. But when she started to sell her first cooking school to sponsors they were so skeptical she had to finance the venture herself. Recently The Detroit News made a charge for admission to the school—found that women still stood in line for hours to get a seat. She plans to move herself and her test kitchens from Chicago to New York City when space is available. Wisconsin born, she says that cooking's a bore unless you get interested in cause and effect. For instance—most housewives didn't know, until she discovered it for them, that sliced bananas can be kept indefinitely if you pour lemon or pineapple juice over them. Her shows amaze even hard-boiled advertising men. Matter of fact, some of them sheepishly turn up at her school when she's around! And they learn, too.

DESIG  
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# IN THE NEWS

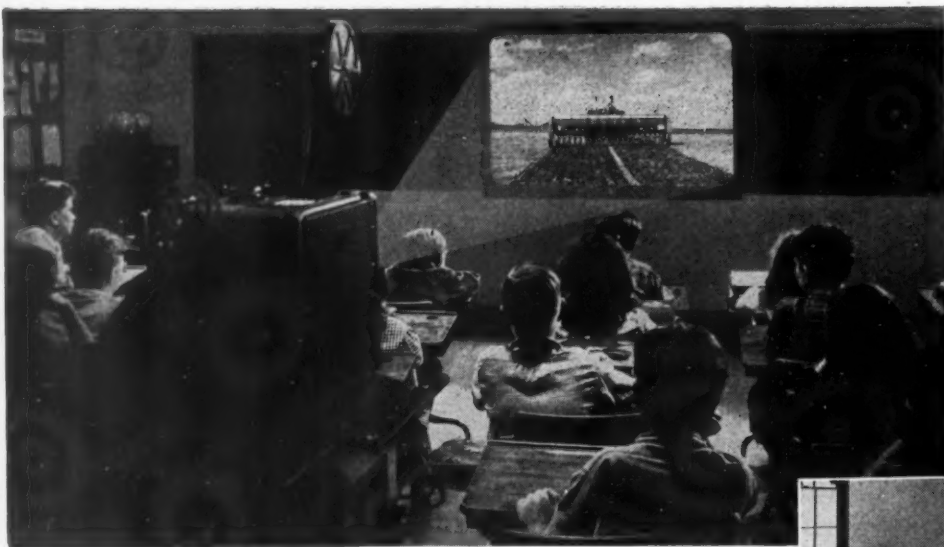
**PURSE SNATCHER!** . . . Richard Koret has made one out of every woman who sets her eyes on his Koret bags. They're the reticules men like to see women carry—so beautiful she wants to carry them. Distributed in none but the best stores, the Koret bag opens and shuts like a limousine door, boasts two-face mirrors, special compartments for cosmetics, has the stowing capacity of a sea bag, and manages to make all other purses look like a gunny sack. Dick Koret (shown here with one of his artists) used to be a road-salesman until he ran across a fellow who was traveling with a line of handbags. Koret was awed by the fact that a woman would pay \$35, and more, for a handbag. He decided on the spot he'd design and make bags the like of which women had never seen. How well he succeeded is best testified by the fact that he made all the bags for the Waves, Wacs, and Marines. As he says, "Not the most expensive, but we make the best." His bags are his only salesmen.



**RESEARCH IN A PACKAGE** . . . Until last August, when Walter Overton set up Cooperative Analysis of Food Distribution, food manufacturers, unless they went snooping themselves, never knew what grocery stores did with their products. Confined momentarily to metropolitan New York City, the CAFD works like this: by sampling 2,100 stores, at the rate of 700 a month, over a three-month period, the organization is able to tell a manufacturer or his agency what types, and how many stores he's in; and where his product is in the store. It also gives him the lowdown on what happens to the expensive displays he may have sent out to needle sales. It's the first time that market research has been put on a packaged basis—and within the small manufacturer's reach. Out of their samples—this fact: Distribution means sales. Mr. O. shares a joint hobby with his 16-year old son. They build miniature railroads. Mrs. O. says, wisely, at least she knows where they are.

**DESIGNING WOMAN** . . . When Elizabeth Burris-Meyer sets her hand to a thing it emerges a thing of beauty and colorful forever. As colorist for Comprehensive Fabrics, the distributors of Koroseal, The B. F. Goodrich Company's wonder-material with 1,000 uses (belts, upholstery, awnings, draperies, ad infinitum) it's her job to work on the selection and development of colors. Koroseal, with pardonable pride, recently allowed her to act as consulting colorist for The Colorcade of America, presented by The Institute of Carpet Manufacturers of America, Inc., for whom she ran-up nine basic color schemes for rooms. The editors of nine home furnishing magazines followed the schemes; 250 manufacturers contributed their efforts, and the result was a fabulous display in the Windy City. Author of four books—with one on the way and other in revision—she has a degree in Architecture from the U. of Michigan, helped to organize and get going Tobe-Coburn School of which she was one-time Dean. She's taught, both here and in the Paris branch, at Parson's School. Her hobby—the 89-acre South Carolina plantation for which she designed the main and guest houses, and into which she incorporated solar heating. Says the ground down there is so fertile you have to jump quickly back after planting a seed—whatever comes up might hit you in the eye. Here we come.





BY  
HERBERT  
KERKOW

*Herbert Kerkow  
Productions  
New York City*

## Films for Schools: Public Relations Tool for Industry



Teachers are eager for industrial films. Schools are ordering thousands of new film projectors. But educators require films with dialogue and action tailored to school-age audiences. Here are five points to consider before preparing or distributing school films.

**F**OR some years before the war, educators recognized the value of films in teaching. Today, partly as a result of wartime training experience, there is every reason to expect a rapidly accelerating trend toward the use of more films in the Nation's schools.

Thus, many national advertisers now are presented with a new public relations opportunity: the opportunity to make educational films about processes, industries, and products especially designed for school audiences.

### Wanted: New Ideas

Unlike adult audiences, most of youth's habit patterns are still unformed. Their minds are open to new ideas, new ways of doing things. Influencing them at an early age has accumulative value that builds with the years.

Just what constitutes an acceptable film for showings to youth via the school systems? Here are some of the answers:

Just how marked was the trend toward the use of films as educational media in the pre-war era can be judged by two criteria: the number of films

listed as available to schools, and the number of projectors owned by schools.

The H. W. Wilson Co., which publishes book catalogs used by libraries, has for six years published *The Educational Film Guide*. Over 350 pages of this volume are devoted to a classified listing of individual films.

The Department of Commerce, in a survey conducted in 1940, found 6,037 silent and 6,374 sound film projectors among the schools which answered the questionnaire. Post-war purchases of projectors by schools should skyrocket. As of today, the manufacturers of sound projectors report almost 30,000 projector orders on their books, 60% of which come from schools.

To industry, then, this development of films for teaching poses two questions: Will schools use films sponsored by industry? How can industry use this public relations medium to best serve both industry and the schools?

To answer the first question, we have the experience of advertisers, such as Ford, General Motors, Dodge,

**OPEN MINDS, EAGER EYES:** Today's children are ready to learn about industry's role in everyday life. Encyclopaedia Britannica Films' "Using the Class-Room Film" shows how to make effective use of this educational medium for good-will.

Aetna, American Can, Swift, Dupont, of types of advertisers who distributed Pepperell, to name just a cross-section sponsored films through the school system.

Schools need the material that industry can supply. The National Association of Secondary School Principals reports: "Business has in common with education the important purpose of raising the standard of living . . . a responsibility to raise the general cultural level and to provide understanding of modern civilization."

### Beware the General Approach

When educators have objected to the sponsored film in school, often they have done so not because of blatant advertising, but because the advertiser failed to design the film to relate to the curriculum. Too often the advertiser made a film for general audience showings. When that part of the job had been completed, he decided to offer the film to the schools. The film had never been planned as an aid to the teacher. It had never been considered in relation to the school's curriculum, and when the schools did use it, it was used largely because the teacher had nothing else.

Here, then, are some of the criteria we must consider in the preparation

SALES MANAGEMENT





# THIS IS NEW YORK

★ The Waldorf-Astoria is the world's tallest hotel with its foundation deep between the tracks of the New York Central. Every U. S. President since Cleveland has stayed at the Waldorf. In this fabulous, 47 story building, no two rooms are completely alike. 91,000 pieces of linen are laundered daily. The Waldorf has its own special siding for private railway cars and the largest all-wave radio receiving set in the world.

## SALES ARE MADE IN THE HOME AND THIS IS NEW YORK'S FAVORITE HOME PAPER

The year 1946 will witness New York's vast consuming power in full motion. In the world's largest market, hundreds of thousands of families are making decisions that will speed pent-up millions into sales. Swing these decisions your way through the favorite newspaper of New York's home-going millions; the paper that dominates the evening field with more than 600,000 daily circulation.

## NEW YORK JOURNAL-AMERICAN

A HEARST NEWSPAPER

NATIONALLY REPRESENTED BY HEARST ADVERTISING SERVICE

MARCH 1, 1946

You need newspapers to sell New York



and distribution of films for use in the school systems:

1. The advertiser must be sincerely interested in contributing to the education of his future customers.

2. He must consider the broad aspects of his industry's contribution rather than any specific advertising facts.

3. He must have his film producer study the curricula of the schools and relate the film material to that curricula.

4. He must have his producer analyze the problem from the teacher's point of view and design the material in the film in such a way that the teaching dose not only relates to the

curriculum, but is a teaching dose not too large to be assimilated in one class session.

5. The advertising in the film should not be tricky. Keep it limited. State it accurately. Have it easy to identify.

Let's see how this might work out in a number of educational subject matter areas. In almost every school in the country today there is a course under the heading, General Science. Here is an opportunity for many companies and industries to contribute to education. An analysis of current texts used in the various school systems will illustrate innumerable opportunities for sponsored films. Most obvious, of

course, are those industries that are relatively new. In electronics, for example, the industries themselves are developing the science. Therefore, educational films coming from large advertisers in this field can be the last word on the subject.

Again, an analysis of the textbooks will show that the teacher explains the basic concepts of science and illustrates how these concepts are used in our daily lives and in industry as best he can. Isn't it logical for the advertiser to show how basic laws of science are applied in the making and testing of every-day products and services? This is good education and of value to the teacher in bringing the outside world into the classroom.

Another large subject is social studies. The teacher in the social study course is trying to give the student a general awareness of the world in which the student lives. Here industry can contribute many educational films. Films already produced by advertisers have dealt with conservation, consumer education, geography, history, safety, social problems, and transportation, to name but a few.

### Health Gains Importance

Another important area is hygiene, health and nutrition. In recent years these three topics have gained a definite ascendancy in the teaching pattern in the American school system. In each of these fields the contribution of the advertiser to society's welfare has been enormous. Take nutrition alone. If you forget for the moment the third of the Nation that is ill-fed, you have still another third that eats enough, but not the right foods in the right combinations. The food advertiser has a real challenge facing him to help this third of the population eat advertised foods in proper balance. It is a job of basic education in teaching the school child, and through the school child teaching his mother, what makes a well planned meal program.

The fourth important field of sponsored educational films is in home economics, or consumer education. Examine some of the texts being used in home exconomics courses. Attend some of the classes and demonstrations and you quickly realize that the high school girl of today, who will become the home-maker of tomorrow, is avid for information on clothes, textiles, cooking, etiquette, decoration, and all the many interests that make the American home.

In producing sponsored films for schools, the advertiser will have to form new ways of working. The executive who thinks in terms of advertising and booklet copy for adults must learn to address a different audience. He

# KROYDON COVER

TOUGH  
SOIL RESISTANT  
WATER REPELLANT  
EYE APPEALING

for

CATALOGS  
MANUALS  
INSTRUCTION  
BOOKLETS  
PORTFOLIOS  
PROPOSAL  
COVERS

*Kroydon Cover is distributed by leading  
Paper Merchants throughout the country*

COMPANION COVER LINES

TWILTEX • LEATHERCRAFT • WOODTONE

HOLYOKE CARD & PAPER COMPANY  
SPRINGFIELD 7, MASSACHUSETTS

must ask himself: Are the visual concepts suitable to the students' age level; can the student understand the dialogue that you use; is the material in the film developed according to proven teaching patterns?

The advertiser writes his trade copy or dealer films to the market. He shops the field, talks to dealers and gets the answers to sales problems out of the experiences of dealers and good salesmen. When this is done, the trade advertisement or the dealer film really helps the dealer. Many a good idea comes out of the experience of some dealer.

### Utilize Teacher's Experience

The same should be done by his film producer in preparing a film for schools. The writer discovered, for example, in testing a United States Office of Education film in schools, that several teachers had developed unique similes and analogies to "get over" the subject. So, again in preparing a film for the classroom, the advertiser should take advantage of the teacher's experience and incorporate this experience into the building of an educational film.

What about distributing the film once it is produced? Two major patterns are apparent:

1. The producer can distribute the film himself. The only problem here is that to do this economically, he should have a series of films. He should be prepared for a lot of headaches until he works out a system. And he should also realize that it will be many, many months—even years—before he has full distribution.

2. The alternative is to have a distribution organization take over and handle the distribution on a fee and guarantee basis. The advantages here are that since this distribution organization is well known to schools, the advertisers' film or film series will get into the school systems and be in use much more quickly than if the sponsor tried to do it by himself. Another advantage is that the advertiser knows where he stands in school distribution cost-wise. In other words, a well known company in this field of distribution, such as Castle Films, will contract for a period of time and for specific sums of money to deliver a given school audience. They are able to make such a contract only because of their experience in the field, and once such an organization takes over the job, it is their responsibility from then on.

Because of the large number of topics in their film catalog, General Motors is an outstanding example of a national advertiser that has found it economical to distribute films themselves. Moreover, two school safety

films produced by General Motors indicate how widely acceptable properly prepared films are to schools. For some years now, many schools have developed a system of safety patrols. Older boys and girls acting as monitors work with local police to shepherd the small fry through traffic to and from schools. Recognizing this as a school problem, General Motors showed in film how important it was for the school child to become part of this intelligent safety system.

Another problem that concerns the schools is the safety of the large numbers of youngsters who ride their bikes to and from school. Here again General Motors dramatized in film terms the basic rules of safety in riding a bike up and down the streets of an American city.

In both films the material fitted into the needs of the teacher. The result was inevitable. Since 1938, General Motors has had very steady distribution of these films to schools. At the present time the two films jointly are seen by more than 1,200,000 students yearly. General Motors records show that the films are being used more and more in the classroom as part of the curriculum. In other words, they get bookings in the fall for the fall term and again in the spring for the spring term.

### Desire: Good Grooming

Another example of how avid schools are for films specifically designed to help them is the extraordinary reception of "Good Grooming," sponsored by Pond's and prepared for Pond's by the Film Department of the J. Walter Thompson Co. For three years Pond's had been sending a specialist, Mary Stuyvesant, to address school audiences on good grooming. As she talked up and down the country, she found out the needs of the students and desires of the teachers. Eventually, she developed what might be called her own curriculum. Return engagements proved the importance of this subject to schools and the value of her contribution. But, because one specialist cannot possibly cover all the schools, Pond's and the Thompson Film Department dramatized her lecture and her material in film form and in this way multiplied her usefulness many fold.

Here, again, school acceptance was inevitable. There was a need for the material; it had been developed in consultation with students and teachers. Since October, 1945 Castle Films has booked 3,200 showings. With the school audience for each showing averaging about 300, over a million circulation is expected before the end of the school year.

## NO USE TURNING CUSTOMERS AWAY

And yet you may be doing just that. There's a 7 billion dollar market you could encourage simply by letting these people know you'd welcome their business. For the Negro looks to his race press for guidance. Your advertising in the Negro papers can earn his confidence, good will and regular patronage.

**If You  
Manufacture  
and Sell  
COSMETICS**

But whether your product is cosmetic, food, drink, wearable, or anything else, it will pay you to write to Interstate United Newspapers, Inc., 545 Fifth Ave., New York, for the facts on the success stories built out of reaching this great and growing market through advertising. Write now!



## ▼ EYE'CATCHERS

**FREE!** collection adv. World's greatest photos. All lines business... All situations. Top models... fine photography. Multiples pull of promotions. Shot new each month. 10,000 subjects available. Money saving subscription plan NOT STOCK PICTURES. FREE proofs and details on request. No obligation. No salesmen.



**EYE'CATCHERS, Inc.**  
104 E. 33 St., N. Y. 16, N. Y.

## "SELLING SIMPLIFIED"

**By Leon Epstein, Sales Counsel**

This stimulating series of pocket-size "refresher" booklets will help you sell. Several hundred thousand copies already distributed by executives to salesmen and customers; as enclosure and give-away. Available titles: (1) How to Say Hello, (2) Your Name Please, (3) Through Sales-Colored Glasses, (4) Calls and Calluses, (5) Selling Simplified, first title of series. The set of five titles \$1.00. Single copies 25c. as Sales Research Institute, 103 Park Ave., N. Y. C.

## SELL BY MAIL

Let this successful direct mail advertising agency show you how to get leads for salesmen, catalog inquiries, etc.

**ARTWIL COMPANY, Advertising**  
24 West 48th St. • New York 19, N. Y.  
MEadillon 3-0813



# Can Our Present Distributive System Insure Prosperity?

"Yes" and "No" say six sales executives in a hot debate before the Los Angeles Sales Managers Association. Defenders of our present modes of operation can present a convincing and powerful case—until the other side unleashes its indictments. Here's a brief summary of the pro and con arguments presented by the opposing teams.

**R**ESOLVED: That our present methods of distribution are adequate to insure prosperity."

**"YES!"** Says Archie A. Carothers, Garrett Supply Co.

Mankind has been wrestling with the problem of distribution for over 5,000 years. Distribution includes all activities in the progression of goods from producer to consumer, warehousing, transportation, wholesale and retail marketing, advertising, selling, research, engineering, accounting, and finance.

Free enterprise in producing and distributing has given this country prosperity never enjoyed by any other people. There is still poverty among us, but more than 84% of our children, five to 17 years old, are in school; we have one automobile for each four persons; we generate almost 20 billion kilowatts of electricity monthly, and have capacity for 90 million tons of steel yearly . . .

From less than 4 million people in 1790, our population increased almost 20 times by 1900, compared with the world increase of treble.

This stupendous growth was made possible by the great increase of goods per person, and enterprise in creating demand for them, and boosting purchasing power, and making goods easily available.

Human progress has come, to an amazing degree, from those few spots in the world where freedom and free enterprise have flourished. That is no accident. In those spots self-reliance, ingenuity, inventiveness, industry, honesty, and thrift thrive best.

Americans produce more than five times as much as the average for other countries. With only 6% of the world's people, we do more than a quarter of the world's work.

**"NO!"** Says J. A. Carrington, Citizens National Bank.

How can our opponents claim prosperity for a nation in which, in some years like 1939, there were 8,853,000

unemployed. Were those Americans prosperous? In that year, 87.3% of all Americans gainfully employed received less than \$3,000; more than four out of five American homes were without private bath; 22% without electric light; 30.1% without running water; 58% without central heating; 56% without mechanical refrigerators; 84.1% had been built before 1929. . . .

And look at 1933, when 332,000 businesses failed, 12,629,000 persons were unemployed, all the banks in the country closed. Was that prosperity?

If our distribution system is making every American prosperous, then why are lawmakers at Washington discussing legislation relating to full employment, extension of Social Security, compulsory health and accident insurance, more subsidies for food production, Government housing, and other social legislation?

**"YES!"** Says Dale Magor, Jeffries Banknote Co.

The efficiency of American distribution is easily seen by anybody who will take time to examine its record. Growing with our country because it is flexible, it has put more goods into the hands of more people, through more outlets, than any other system in the world. In fact, one-fourth of the world's production.

Higher living standards and distributive costs have always maintained a close relationship. As one rose, the other dropped. In 1907 a 40-watt electric bulb cost over 40 cents, and that has been reduced to less than six cents. In 1907, you might have had to go to the electric light company to buy it—today, you pick it up in any grocery store.

Our distributive system has helped raise living standards by building mass markets, which gave our productive system the increased volume that lowered costs and consumer prices. Our normal markets are always full of new goods, submitted to the consumer for trial and approval. Judge the efficiency of the distributive system by its results.

**"NO!"** Says Thomas Bruffy, Do-beckmun Co.

When we are prosperous we distribute a tremendous volume of goods, and think distribution has created prosperity. That we can spend our way and sell our way to prosperity, is a persistent American delusion.

Wealth flows originally from production. When drought ruins crops, no theory of distribution can change the fact.

Invention has made it possible for us to produce more goods than we can consume. Maldistribution is part of the price we pay for a free society, in which we do not compel people to consume things they do not want. In prosperity productive capacity expands because it pays. But in slack times there are goods in excess of purchasing power.

True prosperity comes, not through any magic in a distributive "system," but from producing at volume that lowers prices to consumers. Perfect prosperity would be ability to produce huge volume without creating unmarketable surpluses. That would be Utopia.

**"YES!"** Says Hugh B. Bamberger, Associated Newspapers.

Our present system of distribution is simply a development of our mass production system. Radical changes in our distributive system would reduce employment and seriously affect prosperity, because, nearly half (45%) of our employable people are in the distributive services — salespeople, retailers, wholesalers, transportation personnel, and so on.

That system has grown up from Colonial days and the horse-and-wagon pedlar. Our present system is an expansion of the same idea, carrying the goods as close to the consumer as possible and giving the widest choice at the most reasonable prices.

Through at least 200 years this system has been developing. Men and women with ability in the distributive services have found their opportunities in it, and more and more workers have been drawn into it as the volume of consumer goods increased. It is the product of our free economy. It has met the test of the American way of life.

**"NO!"** Says Larry Rice, Western Union Telegraph Co.



Our statistics abundantly prove that prosperity cannot exist, under the free market, except for brief periods, because it affords the opportunity to fail as well as to succeed.

Through the recent war years we had prosperity. Business failures went to an all-time low; production rose to an all-time high; national income soared; everybody was employed. But our free market was scuttled. Uncle Sam became the one customer.

Our present method of distribution is not adequate to insure prosperity because we really have no method. Instead, we have the free market, the chaos method, the happenstance way—the American way.

Imperfect, but still the best known way. The free market provides the only environment in which men as individuals may seek prosperity. It in no way insures that they will be prosperous collectively.

Insured prosperity is only a Utopian dream. It appears in the plans of the Socialist and the promises of the dictator—and for a brief period in our own war economy. It is predicated on the destruction of the free market.

If our opponents expect to attain insured prosperity through our present distributive system, then they are walking hand-in-hand with Stalin, Mussolini, Hitler, Karl Marx—in short, they are Socialists, Communists, and advocates of Feudalism, and should be exposed for what they represent.

No decision was made favoring one side, either by judges or vote of the audience. The gathering of more than 200 sales executives felt that both angles had been skillfully represented—and absolutely nothing settled.

## Uniform Technical Words For Spanish-English Trade

An English-Spanish vocabulary of standard technical words peculiar to screw threads and threading tools is now being distributed as a sales promotional booklet by Greenfield Tap and Die Corp., Greenfield, Mass.

With this vocabulary, Greenfield Tap and Die hopes to standardize technical terms so that more English-Spanish publications will be translated into practical industrial Spanish. Greenfield Tap selected the standard technical words after it asked friends in the Spanish trade to show which words they understood and used.

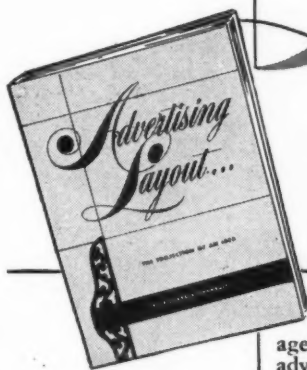
Each technical word in this technical vocabulary is the word which is understood in the largest number of Spanish speaking countries. The words which lead the list are "macho" (tap) and "dado" (die).

MARCH 1, 1946

**"A "must" for the beginner and a swell refresher for the old hands."**

**JOHN ZWINAK, Art Director  
ARTHUR KUDNER, INC.**

# Advertising Layout...



**By RICHARD S. CHENAULT**

*Art Director of FULLER & SMITH & ROSS, INC., and Instructor in advertising layout at Columbia University.*

## CHAPTER HEADINGS

1. The Layout in Theory
2. The Layout in Practice
3. Attention Value and Emphasis in Layout
4. Magazine Layout
5. Newspaper Layout
6. Color in Layout
7. Direct Mail
8. Poster and Magazine Covers
9. Typography and Lettering
10. Art and Photography for the Advertisement
11. The Art Director and His Functions

**96 pages  
10" x 12 3/4"  
illustrated  
\$5.00  
at your  
bookseller**

**HECK - CATTELL  
Publishing Co., Inc.**

Here at last is a comprehensive study of layout in all its multiple phases, written by a big agency art director of fifteen years' experience. A firm advocate of developing the designing of layouts into a truly scientific profession, Mr. Chenault treats his subject—the projection of an idea—with such logic and clarity that both the seasoned artist and the beginner can profit from a reading—and a re-reading—of "Advertising Layout".

By illustrating specific layout principles on nearly every page, Mr. Chenault has made it possible to understand the various layout techniques, not only for magazine and newspaper ads but also posters, billboards and direct mail. And when Mr. Chenault discusses color processes and color in layout, the ads are shown in full color.

The illustrations in "Advertising Layout" are the work of the five top advertising artists in America. Many of the layouts shown are the original "roughs" and "comps" directly from the visualizer's drawing board.

## WHAT AD-MEN SAY OF Advertising Layout

"Advertising Layout is a most comprehensive, professional and intelligent book . . ."  
**LESTER RONDELL, Art Director  
WARWICK & LEGLER, INC.**

"One of the most comprehensive treatments of this important phase of the advertising profession."  
**ALBERT DORNE**

"I liked the book and believe it will be invaluable not only to students but will help instill some appreciation for the art of layout, and the men who make it their profession."  
**BUDD HEMMICK, Art Director  
GOOD HOUSEKEEPING**

## FREE EXAMINATION COUPON

**HECK-CATTELL PUBLISHING CO., INC.**  
33 West 42nd St., New York 18, N. Y.

☐ Please send me a copy of "ADVERTISING LAYOUT" for five days' free examination. At the end of five days I will either send you \$5 plus postage, or I will return the book to you and there will be no cost or obligation.

☐ Enclosed find check or money order. You pay postage. Same money back guarantee as above.

Name.....

Address.....

City..... Zone..... State.....

**SEND NO MONEY—JUST FILL IN AND MAIL THIS COUPON NOW**



**THE SOUTH... One of the  
Nation's A-1 Customers**

82% of the nylon and rayon manufacturing capacity is in the South ... 87% of all the cotton used in America is consumed by Southern mills ... there are 4½ times as many active cotton spindles in the South as in the rest of the U. S. Possessed with a wide diversity of manufactured products, a wealth of natural resources and enormous buying power, the South is one of the nation's A-1 customers. It has the cash—ready cash—to spend and it will spend it with the advertiser who raps on its golden door of opportunity now—with Holland's!

There are no ski trails in the South ... but there are plenty of Azalea trails! Yes, seasons are different, climate is different, and customs are different in the South. Although the war changed many things, it has not changed the South's love for beautiful homes, big yards and gardens. It has not changed the natural conditions that require different type homes and clothing—different buying seasons and a different manner of living. And—it has not changed the South's habit of reading HOLLAND'S! Born and bred in the South, Holland's knows its peculiar wants—its ways of thinking, living and *buying*. The advertiser who wants to sell the South logically chooses Holland's—because Holland's is edited to meet the needs of Southern families at the *time* of their needs. That is why it has 48% more reader interest than leading national magazines!

*The Magazine of the South*

**Holland's** DALLAS TEXAS

Branch Offices: 52 Vanderbilt Avenue, New York • 75 E. Wacker Drive, Chicago • 205 Globe-Democrat Building, St. Louis • West Coast Representatives: Simpson-Reilly, Ltd., Russ Building, San Francisco, California • Garfield Building, Los Angeles, California



# Infant Enterprise Challenges Big-Timers in Soap Field

"Rain Drops" now bids for national acceptance in the hotly competitive market for soap products after winning a beachhead on the Coast before the war. Its fine blue powder "blues" as it washes clothes to give the added sales appeal of one less rinse on washdays.

**W**ELL before the war, two Los Angeles grocery trade executives resolved to establish a business of their own.

W. W. Taylor was a general sales agent, R. C. Buchanan an auditor. They formed Bu-Tay Products, Inc., and started to develop their product.

After some research they narrowed the field down to the hotly competitive soap and cleaner industry, and decided on a soapless soap. Each new formula developed was tested, as were all competitive products on the market. They were looking for an ultra-modern product and a good name for it.

Finally, "Rain Drops" appeared in Los Angeles grocery stores not very long before war started in Europe, and repeat sales convinced Messrs. Taylor and Buchanan that they had something with merit. Rain Drops is a fine blue powder that softens water and can be used with or without soap. In washing clothes, the color serves as a bluing, and saves one rinsing and one water. In washing dishes, or in the bath, the blue acts as an indicator—increasing amounts of powder call forth a darker and darker blue.

## Softens Hard Water

Before Messrs. Taylor and Buchanan realized that a large factory would be needed, the war was upon them, and they had to improvise equipment. The product had been formulated for California's hard water. But in the Pacific Northwest, where the water is soft, sales were greater than in the hard-water country. Women seemed to like it, and in Seattle and Portland, they began using it for other than laundry purposes. In the kitchen it dissolved grease, and in the bath it left no ring.

Sales rose during the war as fast as materials could be obtained—large quantities of cleaner materials were taken by the Armed Forces, and civilian manufacturers had to manage on allocations. Old hands in the grocery trade, Messrs. Taylor and Buchanan refused to be deluded by their technical success. Soap was scarce; housewives were buying any cleaner they could get; hundreds of household cleaner concerns were springing up;

national brands were often unobtainable. They knew that when war ended, they would have to battle for markets, and they planned a peacetime strategy to develop output and outlets.

Anticipating continued shortages of equipment, building materials, and product materials after the war, they planned their new plant in units, which are now being constructed. Instead of one large factory, capable of 100% production when finished, their plant will be made up of units, each capable of 10% production or more as soon as completed.

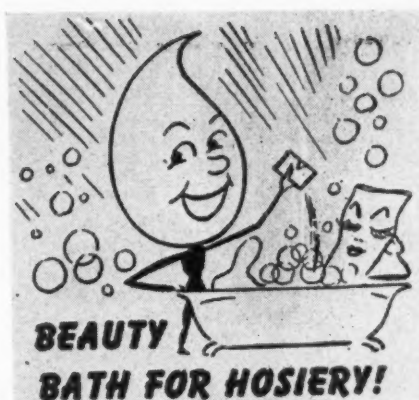
## Carefully Selected Brokers

Regional distribution is being extended to cover the Nation through carefully selected brokers. Walter Ragsdale, the third principal, organized the broker set-up. Advertising is in the hands of Glasser-Gailey & Co., Los Angeles.

At present, advertising is concentrated in about 300 daily newspapers in cities where Rain Drops distribution has been developed, and color is used in some national media such as *The Christian Science Monitor*, and the grocery magazines, *Family Circle* and *Woman's Day*.

Rain Drops is a member of a product family with a future, a family that does the work of soap, but behaves in different ways. The term, soapless soap, covers a wide range of water-softening and detergent materials. There are now several hundred of them, derived from petroleum, phosphate, sulphur, sodium, alcohol, and equally strange materials from the soapmaker's point of view. They have been used in many everyday products, like toothpaste and shampoos, and chemists expect to see a new soapless soap industry arise. Already commercial laundries and restaurants are using the soapless product.

Rain Drops, or any other soapless soap, alone will not make suds, and women judge soaps and washing compounds by the suds raised. In the soapless soap era approaching, they will get used to washing without suds. But educating housewives away from suds is regarded as a job for the giants, not a small concern making a spe-



Make warm wash water sky-blue with gentle Rain Drops and dash of soap... then wash hosiery as usual. Perspiration oils and dirt float away... delicate fabrics and colors are freshened. Rain Drops leaves hands smooth and white, too!



HOLD THAT MARKET: "Rain Drops" is using space in 300 daily newspapers to keep the easy sales made during wartime.

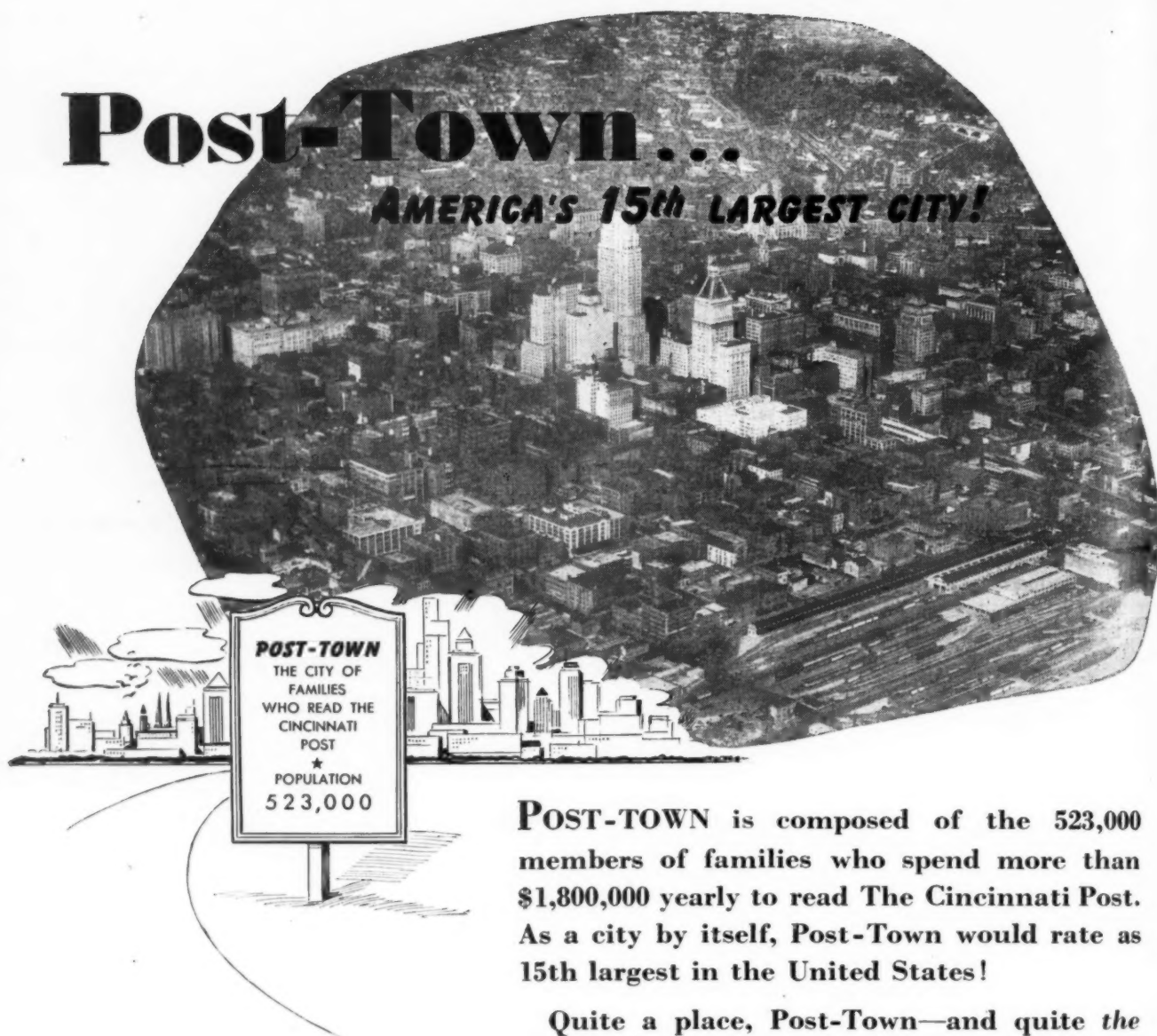
cialty. Lavish suds might be added to Rain Drops by incorporating a sudsing ingredient to the formula, but for the present the housewife is directed to use it with a little soap. That gives suds to the heart's content. Thus, the product is promoted as a soap saver.

The advertising is stripped down to do a specific job: to persuade women that washday can be made easier, even pleasant, because clothes need not be rubbed, and are blued without an extra rinse; that Rain Drops, "the sky blue powder," requires no measuring. Its color in water indicates the proper amount for each kind of work, thus



# Post-Town...

**AMERICA'S 15th LARGEST CITY!**



**POST-TOWN** is composed of the 523,000 members of families who spend more than \$1,800,000 yearly to read *The Cincinnati Post*. As a city by itself, Post-Town would rate as 15th largest in the United States!

Quite a place, Post-Town—and quite the place for advertising any consumer product. Post-Towners, as a group, are employed people—*active* people—good buying people—with a steady and increasing earning power that creates a willingness to spend.

And remember — all these 523,000 Post-Towners are Post readers — reachable only through *The Cincinnati Post*. That's why *The Post* is so rapidly becoming a *must* on every advertiser's list.

THE CINNINNATI POST'S  
TOTAL CIRCULATION  
is now  
**151,753**

(ABC Publisher's Statement,  
September 30, 1945)



THE NEWSPAPER FOR **ACTIVE** CINCINNATIANS

Robert K. Chandler, National Advertising Manager  
**CINNINNATI 2, OHIO**

Represented by the National Advertising Department of Scripps-Howard Newspapers

SALES MANAGEMENT

eliminating waste and the risk of damage to clothes.

The strongest advertising theme is *How to Use*, because that most interests women. On the promise of lightened work or better work, they are willing to try something new. So, the advertising reiterates simple directions, and gives recipes for washing clothes, cleaning greasy pots, and removing hard cooking crust.

The *Good Housekeeping* seal is featured in every advertisement and all printed matter, because it supplies an identification mark that women recognize. In marketing tests, it was found that women judge an unfamiliar product by brand. If the product is strange, it may bear a manufacturer's brand that they know. Since they did not know this new company, the *Good Housekeeping* seal served as an introduction.

## Promotion

### Liberty—How It Ticks

*Liberty* has made a broad study of its market coverage—the first since the magazine was taken over by Paul Hunter. The national research job, conducted for *Liberty* by Stewart, Brown Associates, looks in on the magazine's audience, market coverage; answers questions on audience responsiveness to specific editing ideas. Among the findings: *Liberty* has a 7.6% urban population readership; projected for the Nation, this means an effective audience of 6,200,000. For a release on the survey write Maxine Upham, publicity director, *Liberty* Magazine, Inc., 37 West 57th Street, New York City 19.

### Parents'—How They Do It

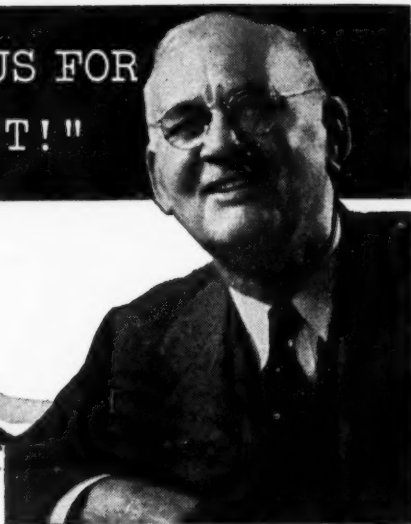
*Parents' Magazine* moved into second place among all monthly consumer magazines in 1945, with a total of 120,981 pages of advertising. This, and other salient *Parents'* facts, are contained in the magazine's "Annual Report to Advertisers," which is available from Allison R. Leininger, vice-president—advertising, *Parents' Magazine*, 52 Vanderbilt Avenue, New York City 17.

### Minnesota Market

The 1946 Rates and Data, with economic summaries, for "Minnesota Newspapers," are available (under that name) from Minnesota Editorial Association, 835 Palace Building, Minneapolis 1, Minn. Alphabetized and classified, it provides a quick source for Minnesota newspaper information.

MARCH 1, 1946

"THEY LOOKED TO US FOR  
HELP... AND GOT IT!"



"Help in time is help indeed"

*Burridge D. Butler*

President, Prairie Farmer and WLS

## Prairie Farmer-WLS answers the call of a tornado-struck community

"Last summer a tornado ripped through Bureau County, Illinois. It destroyed or damaged 200 homes and piled wreckage all over growing crops! A Prairie Farmer Editor, on the scene at once, saw the biggest need was men and machines to clear the debris before crops were ruined. We broadcast an appeal on Prairie Farmer Dinnerbell Time—and 650 men with 100 tractors came ready for work.

"It was as natural as breathing for these 'Lincoln Land' folks to turn to their friends Prairie Farmer-WLS in their hour of need. They have been doing it for generations. They know that their troubles are our troubles. They called with confidence that we could not and would not fail them." — B.D.B.

THIS IS THE WAY Prairie Farmer-WLS lives with and serves the people of "Lincoln Land." What higher degree of confidence among 14,000,000 prosperous rural and urban people can anyone ask? Your sales message vouched for by Prairie Farmer-WLS will be accepted with the same degree of confidence.



Where 14,000,000  
People Mean Business



BURRIDGE D. BUTLER, President

Used as a TEAM they PENETRATE DEEPER



**I THOUGHT I WAS  
DOING FINE ...  
THEN CAME THE  
CONVENTION  
...AND  
MY GOODNESS!**

It's my job to forward price sheets, photos, ad reprints, circulars and things like that to our sales-

men. And just like my boss tells me, I write a letter with each mailing, telling our men to fasten the latest piece in their ring books and show it to their customers. I thought I was doing fine.

Then came the convention and the men hit town. First to reach my desk was Bill Hafley. "Hi sister," he breezed, "how about a couple of copies of that Jones testimonial letter and an extra photo of the Lang installation. Mine are pretty sad-looking by now."

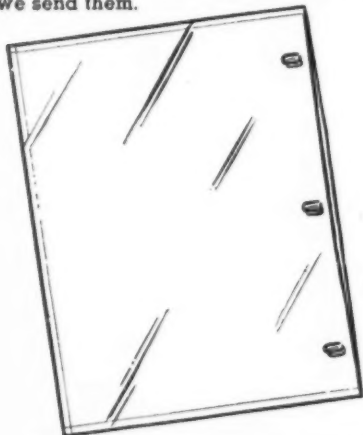


"Why, Mr. Hafley," I said, "You only got your copies last week. And just look at them! They're not even fastened in your ring book. Why, it's disgraceful to show those things to our customers."

Mr. Hafley bristled right up. "If you had to move along as fast as I do, sister, you'd wish somebody would figure out a way to keep these things clean!"

The second day of the convention... Eureka!... I found it... I told my boss about it, and he's happy and so are Mr. Hafley and all the other salesmen.

Because now all our men have transparent plastic 3-side, hole punched envelopes in their ring books, protecting and visibly displaying all the material we send them.



These V.P.D. envelopes are made of non-combustible crystal clear cellulose acetate thermo-welded closed on 3 sides and punched on the open end for ring books. The best envelope on the market! 31 sizes for all ring book needs. Letter size 11x8½ list price 35c. Free sample on request. Ask your dealer for V.P.D. holders, folders, covers in many styles.

**JOSHUA MEIER COMPANY**

36 East 10th Street • New York 3, N.Y.

# Shop Talk

**Memo to the Federation:** The Foundations established by some of America's leading philanthropists are pouring millions into worthwhile projects where sought-for objectives will benefit society as a whole. In few instances have any of these organizations sponsored any broad-scale researches which would help to advance the science of distribution. It is because we haven't gone to them and sold them the need for such studies?

The science of engineering is benefiting continuously from countless fellowships endowed for pure research. We continue to see new production miracles coming about. We continue to see the birth of new "miracle products." Yet research in distribution is still in its swaddling clothes, and distribution is not advancing as rapidly as it will have to advance if we are to sustain a national income of wartime levels.

We have too few facts about distribution. And the annoying thing about fact-finding in this field is that it must be continuous because facts age almost as rapidly as women's hats. Many of the studies we need to lift the efficiency of management cannot be gathered, say, by Government, because of sheer red tape. Many are too expensive to be underwritten by any individual company or association. They call for a special type of organization, and specialized types of talent that can be made available only in the kind of setup where someone isn't trying to make a direct profit in dollars and cents out of the sale or the use of the findings.

How about presenting the case for distribution to the trustees of some of our national foundations? Surely no one could argue that distribution research wouldn't benefit society as a whole, for *only* vastly improved efficiencies in distribution can ward off another depression in which millions will be back to leaf-raking and apple-selling.

**Bulletin:** The 1946 Survey of Buying Power is in the full-rolling-boil stage. The Pacific states and New England are done. Date of publication: May 10, 1946, barring acts of God and hot boxes on the computing machines. If you're going to need extra copies, you'd better get your order filed now. Then we won't have to send you one of our "so-sorry" letters when the roses bloom in June.

**On-the-Job Sales Training:** We've been checking around here and there to discover to what extent companies are qualifying their own sales training plans under Public Laws 16 and 346 (which provide allowances for veterans for education... see SM Oct. 15, 1945, "Current Facts about On-the-Job Sales Training for Veterans"). Among those that have done so: National Cash Register, Scott Paper, Standard Accident, Lumberman's Mutual Casualty, Mutual Life of New York, Eastern Airlines, New York Life.

**Compensation in a Sellers' Market:** Proctor Electric Co. has been holding management clinics among its electrical appliance dealers. At one of these sessions someone raised the question about how an appliance salesman should be paid when a dealer had already established a priority list of customers. A \$40-a-week salary with no commission for the first three months was considered a fair way of solving the difficulty. Most dealers favored paying the sales person an override on all small appliance sales. They also felt that they could profitably pay a total of 10% commission for convenience appliance sales where the incentive payment system is employed.



**Service a la Carte:** SM's Reader's Service Bureau is the embarrassed victim of its Public. Especially on Monday, which is the big mail day of the week, we feel like Sears Roebuck. We are now getting more requests for service in a week than we received in any month pre-war. And we're not geared up to handle them as promptly as we'd like to. This, therefore, is our apology for late replies to your many letters. One reason why Reader's Service has been running like a slow train through the Ozarks since Thanksgiving is that SM has been having its annual epidemic of colds and flu, with the staff depleted on some days by as many as six or seven bed-ridden associates. Our flaming ambition: by March 15, to be able to answer all Reader's Service letters on the day they are received, with the exception of those requiring materials not immediately available (like reprints still in production).

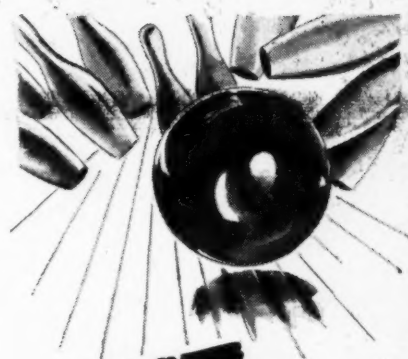
**When You Ask for Service:** Please (please!) be specific about your wants. Accustomed as we are to interpreting symbols as enigmatic as the Japanese code, we just can't guess. The young lady from Bennington who runs RS gets moody and restive when confronted with mysteries like "Enclosed find ten cents. Please send me booklet mentioned in one of the August issues of SALES MANAGEMENT."

**Give Us Clues:** Here's one from last week's mail: "You had an excellent article on sales training six or eight months ago. We're setting up a new training plan and I need it immediately. Can you send me a set of tear sheets?" With more than 30 articles indexed under sales training for 1945, we're stuck. All we can do: Send the gentleman a complete bibliography and ask him if he can recognize the title of the one article he has in mind. On inquiries of this nature, please, therefore, give us some clues other than a statement of the general nature of the subject matter—something like this: "The article I'm remembering dealt with the experience of a company in the drug business . . . it said something about 'refresher training' in the headline, and it involved a public speaking course." Now we're getting somewhere: That one is "Johnson & Johnson Re-Tool Salesmen with Two Weeks' Refresher Courses," SM October 15, 1945.

**Inside Sales Management:** (Div. of Animal Husbandry) You haven't heard about it, but SALES MANAGEMENT's *Survey of Buying Power* once had a cow named after it. (If this sounds like the brain-storm of a third-rate publicity man, the resemblance is entirely coincidental.) Several years ago Emma Griffing, then assistant research director for the *Survey*, and her husband, bought a farm and retired to a bucolic life in the countryside near Easton, Pa. With part of the last check that SM regretfully issued to her, Emma bought a cow. Name: "Survey of Buying Power," "Surry" for short. This inevitably led to investment in a churn, and the buttercup-yellow blobs of butter Emma thoughtfully brought to town during the Red Point days of the war were greeted with glad cries by some of her ex-colleagues on the magazine staff. Surry turned out to be a model cow, except that she mooed very early in the morning.

**About Our Contributors:** John R. Hurley (See "Why Every Hurley Salesman Must Learn to Iron a Shirt," page 37) in 1929 put the rarefied intellectual atmosphere of the Princeton campus behind him and went home to Chicago to join his father in the business. Hurley, Sr. had established in 1906 to manufacture Thor washers, wringers and ironers. No sooner had he been elected to the presidency in 1942 than he joined up with the Army. Today he's back at his desk, doing plenty of thinking about salesmen and sales training. In his article in this issue Mr. Hurley gets down to the basics of one of the most effective of all sales techniques—product demonstration. "Make it simple," he says.

A. R. HAHN  
Managing Editor



**HIT that  
Front Pin  
if you want  
a "Strike!"**

In the farm field, there are about 13,000 "head pins" that are mighty important to the success of your sales program.

Farmers know them as County Agents, Agricultural Teachers and Extension Leaders.

If you want to make a sales "strike," roll your advertising message right down their alley in *Better Farming Methods* and get those "head pins" . . . the most powerful influence group in the farm field.



**Better  
FARMING  
METHODS**

WATT PUBLISHING CO.  
MOUNT MORRIS, ILL.

# CAN YOU FIND THE MESSAGE IN THIS PICTURE?



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General F  
Nash-Kel  
Oldsmobil  
General  
Packard  
Quaker O  
Elgin Nat  
Gouldrich  
Proident  
Saco-V  
United St  
Cluett, P  
Swift & C  
Bristol-M  
Stein and  
American  
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National  
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Lowe Bro  
Winnipeg  
Stewart-V  
Archison  
Campbell  
Contin P  
Firestone  
Heinz Com  
Hudson M  
Lorillard  
United St  
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Division  
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Incorpor  
General T  
Pross & L  
Scott, Pap  
American  
Cudahy P  
Green War  
Hotpoint  
Applian  
National  
Waterman  
Willis-Ove  
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& Dye  
Bauer & B  
Dacia Mot  
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Pontiac M  
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Texas Com  
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Libby, Mc  
Reynolds T

A wise woodsman looks for trail signs. For instance, one stone placed on top of another spells a reassuring message. It means: *This is the way.*

On these pages you will find the trail marks of 349 great American companies. Each has a good product. Each has had good management. And in addition to this, they have one other thing in common, too. They have all followed the Post Road consistently from 10 to 47 years. If you are an advertiser looking for the right path, here's a good rule: *Look for the trail of those who have gone ahead.*

# POST

**IT PAYS TO  
HAVE THE POST  
PAVE THE WAY**

## Great American Business Leaders Who Have Consistently Used The Saturday Evening Post

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Total number of advertisers 349

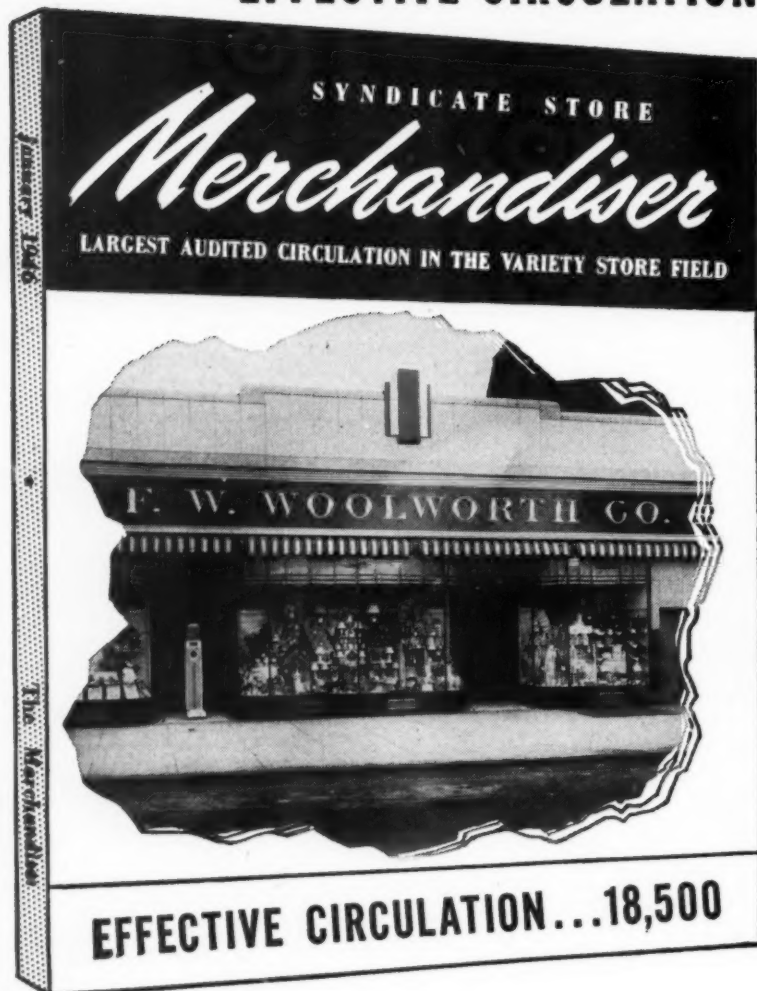
\*This list is limited to advertisers appearing in The Saturday Evening Post 10 or more years and spending \$10,000 or more during the years 1942, 1943, 1944 or 1945.



NOW UP TO

**18,500**

**EFFECTIVE CIRCULATION**



**SYNDICATE STORE MERCHANDISER Now Delivers Extra 2000-Copy\* Circulation Bonus**

Now you can reach 18,500 key buying and merchandise-ordering personnel—covering all the *worthwhile* Variety Syndicates... a circulation of 2000 more hand-picked readers selected from thousands of applications that piled up during the paper shortage.

The "MERCHANDISER" now delivers nearly twice the effective audited circulation of any other publication serving the two billion dollar Variety Store market... at the lowest cost any way you figure it!

*\*This is a real circulation bonus  
... no advance in rates.*

**"SHOOT FOR THE SIDE POCKET" OF EVERY VARIETY STORE MANAGER**

**... USE THE POCKET-SIZE SYNDICATE STORE MERCHANDISER**

79 Madison Ave., New York 16, N. Y.

**HEADQUARTERS FOR VARIETY STORE MARKETING DATA**

**Investors' Primer  
Simplifies Financial Terms**

**T**O those in the investment business the language is simple. Debentures, mortgage bonds, equipment trusts, and sinking funds are common, work-a-day words. It is to help the new investors and those who seek a refresher that the Nation-wide brokerage firm of Merrill Lynch, Pierce, Fenner & Beane has brought out its sales promotional booklet "A Primer for Investors."

This primer guides the newcomer through the technical language of investing and explains the function of the broker and how investors use the brokerage system. In addition, the booklet contains a study of estates and trusts and information on making a will, choosing a beneficiary, and naming an executor.

**Requires Second Printing**

The initial print order of 50,000 copies was quickly exhausted and another 25,000 copies are coming off the press. The primer is being promoted in the brokerage firm's regular publication advertising and on its five-minute business news highlights every night over Mutual Broadcasting's WOR. High school and college teachers have requested copies to use as financial teaching aids. A large number of requests are from women, which is understandable inasmuch as women own more than 50% of the securities of many large corporations and are beneficiaries of many savings bonds.

This primer has drawn more than three times more requests than any of the other promotional booklets put out by the firm. Evidently, the estimated 30 million people holding some kinds of securities in the United States have a keen interest in learning the basic language of the investor. It is expected that the primer will be kept in print as a convenient way to acquaint the continuing stream of new investors with their language.

With an eye to public relations for brokers and the investment business, the booklet reminds the speculatively minded that: "Speculation performs a useful function in society when conducted by competent, experienced speculators but most persons lack the capital, specialized training, experience, and patience absolutely essential to success. Attempts to get something for nothing through speculation almost always result in losses. It is far better for those not equipped in this way to remain investors, seeking safety of principal and a regular, certain and fair rate of return."

**SALES MANAGEMENT**

# Apparel Exhibit to Show Why California Needs Textile Mills

This sales show with the Hollywood touch is to open the eyes of eastern textile converters to the present size of the Los Angeles apparel industry. California has the cotton, wool and designers of fashions; now it needs local mills to create new fabrics quickly.

**T**HE Los Angeles industrial area is the possessor of a full grown apparel industry without any "middle."

In the regions surrounding Los Angeles some of the world's finest long-staple cotton is grown, standard in quality, and picked largely by mechanical methods. In Los Angeles itself millions of yards of cotton textiles are used yearly by the young and rapidly expanding apparel industry. Yet, apart from a mill making tire fabric, there are no cotton mills at all. Nor are there any facilities in the area for converting raw wool, though Los Angeles serves as a center for all the wool grown in the western states.

The City of the Angels has looked upon this situation and decided to do something about it . . . specifically, to attempt to arouse some interest among eastern mill owners in establishing branch mills on the West Coast.

## Opening: August 24

The project crystallizes in the form of a Textile Exposition, scheduled for August 24 to September 2, which will serve these purposes:

1. Textile manufacturers will be able to show their wares to Pacific Coast apparel manufacturers, gauge the extent and growth rate of the western apparel industry, and perhaps establish branch mills, or at least come closer to good customers.

2. Western apparel manufacturers will learn more about textile production. The exhibits are to be confined strictly to textiles, and will be animated, with people showing methods of spinning, weaving, printing, dyeing, and other processes.

3. The new textiles made from milk, glass, petroleum, coal, metals and other strange materials, will be given a prominent place, along with new forms and finishes in cotton, wool, silk, linen, and other staple fabrics.

4. Such an exposition will be of great interest to the general public because it has heard much about textile developments during the war and will here have an opportunity to see them. In Los Angeles there are now

thousands of men and women who work in apparel, as well as a clothes-conscious public accustomed to innovations in apparel and alert to the creations of a fashion center.

5. Merchandise men from leading stores all over the Nation will be attracted, timing their regular visits to include this show.

## Cosmopolitan Buyers Coming

6. Visitors and buyers from Latin America and the Far East will be attracted. Los Angeles apparel designers now draw upon their countries for theme material, and Los Angeles manufacturers regularly sell to them.

Even though the ten-day textile exhibit will feature few read-to-wear displays, the very nature of California design will make the exposition a colorful one. Freedom from convention, simplicity of line, and accent on comfort and color have made dashing reds, golds, greens, and bright blues synonymous with the industry.

Business arrangements are being handled by Fabric Futures, Inc., a non-profit organization set up for the purpose, headed by A. J. Gock, chairman of the board of the Bank of America, and managed by Ray W. Smith, executive director of California Apparel Creators, the overall organization of California apparel manufacturers.

The importance of Los Angeles as a news center will give such an exposition a national audience. The town now has many fashion and apparel writers contributing to magazines and newspapers; has newspaper syndicates and picture services, heavily staffed; has the news reels and radio network facilities.

The exposition will draw upon Hollywood's movie and radio entertainers, and will be housed in the central Pan Pacific Auditorium, boasting 200,000 square feet of unobstructed floor space, ample electric power and gas and water for working exhibits. The large parking space will be convenient, too, as an estimated 150,000 people will visit the exposition.

## Resultful Direct Advertising

Planned, Created and Produced

by

**D. H. AHREND CO.**

has won

**12 16**

**NATIONAL AWARDS**

*in the Last 3 Years*

Consultation Without Obligation  
In N. Y. Metropolitan Area. Else-  
where No Charge Will Be Made  
For Consultation If Our Proposals  
Are Accepted.

**D. H. AHREND CO.**

325 to 333 E. 44 St., New York 17, N. Y.

Murray Hill 4-3411



## The ELLIS-SCOTT LEATHER PRODUCTS CO. of Indianapolis,

offers you the services of their designers and sample makers in building the type of sales equipment most suited to your needs.

Your inquiries will be given immediate attention.

**118 S. Pennsylvania St.**

**Indianapolis 4, Ind.**





**WOLF WEAR:** 25 men's apparel manufacturers are coordinating national promotion. Gray and yellow is the spring color theme for retail presentation in April.

## Campaigns and Marketing

### Seat Sales Sell Transports

The Lockheed Aircraft Corporation's new campaign is aimed at selling seats to the flying public in order to sell transports to the airlines. Featuring its "Constellation" transport in national weeklies, aviation magazines and travel publications, Lockheed intends to influence air-line ticket-buyer choice. The operating airlines are prominently displayed and the reader is urged to make immediate reservation on these lines and to specify "Constellation." The resultant demand is expected to insure high load factors on this transport and to lead to additional sales to Lockheed customers.

A valuable by-product of the campaign is pointed out by Roy Campbell, Lockheed sales development manager. "Marketing history," says Mr. Campbell, "shows that campaigns designed to create selective demand invariably build up primary demand. Thus, we feel that our efforts to sell seats on the 'Constellation' should have a beneficial effect on air travel generally."

### "X" Marks Dealer Spots

Nearly 3,000 letters, telegrams and telephone calls have deluged the Sales Division of the Packard Motor Car Co., as a result of four "City X" dealer franchise advertisements which appeared in only five automotive business publications.

"They're still coming in—about 75

a week," says C. E. Briggs, assistant general sales manager, who heads Packard's dealer expansion program. About a year and a half ago Packard's dealer body had been refined downward to 600 points from a pre-war peak of over 1,500. The campaign was designed to be the first step in a program to double Packard's pre-war high.

Each of the advertisements featured an air view of a community, identified only as "City X." The theme developed: "Yes, this city is a Packard 'open point.' But not for long." It went on to describe the advantages offered to a dealer in this community.

All "City X" franchises were quickly snapped up, according to Mr. Briggs, and many others have been granted to qualified dealers. Also, today's more than 1,750 points is not only the largest but the strongest dealer body in the company's history. "Our goal is 2,400 . . . we could grant the remaining franchises immediately, as there are six or seven applicants for each," he pointed out. "But we are taking our time—to make sure the right person is in the right place."

### Driving With Brakes

That a motorist "actually drives with his brakes" is the theme of the current advertising campaign by The Raybestos Division of Raybestos-Manhattan, Inc., Bridgeport, Conn. Key medium of the program is an extensive schedule in *The Saturday Evening Post*,

plus a large selection of business magazines in the automotive, fleet and industrial fields.

"For years brake linings have been advertised as a means of stopping a car," says Jerome W. Bush, Jr., merchandising manager of The Raybestos Division, "but our research has led us to the conclusion that a driver actually controls his car, truck or bus with the brakes." He points out that motorists use brakes to slow down at least six times to every full stop.

The copy gives safety tips and a product story on Raybestos's facilities to manufacture all seven types of brake lining needed to service modern vehicles. To accompany the copy, a jolly fat little guy in a big checked jacket has been created. He says: "Check Brakes—Reline With Raybestos."

"We know that he will be especially valuable," Mr. Bush believes, "particularly at the point of sale, to remind drivers to get brakes checked and to spur servicemen into asking for more brake work."

### Scent in Spring

Shulton, Inc., well known for Early American Old Spice and Friendship's Garden toiletries for women, Early American Old Spice for men and Leigh perfumes, is using more space and more full-color pages than ever before in its spring advertising campaign. Full color will be used for over two-thirds of the 95 insertions being placed by Wesley Associates in 28 top circulation magazines of the class, mass, fiction, service, men's and movie fields.

Each of the three Leigh perfumes,



**RISQUE**—Leigh perfume featured this month, first of the spring ad series by Shulton, Inc., captioned: "There's Something About an American Girl."

SALES MANAGEMENT



beginning in March, will herald one of the months of spring; all will carry the caption "There's Something About an American Girl" and feature a select-  
ed Conover model. The Early American Old Spice and Friendship's Garden lines will emphasize availability of merchandise.

The combined circulation of the Shulton, Inc., campaign is estimated to be between 150 and 200 million.

### Piper to Pay

The Scottish Piper replaces the British Regimental Officers advertising Dewar's White Label and Victoria Vat scotch whiskies, according to John J. Schwed, advertising manager of Schenley Import Corp. Headlining the theme, "as traditional of Scotland as the Bagpipes," the series will appear in four colors. Each advertisement will introduce the striding figure of a different Scottish Piper arrayed in the traditional dress and colors of his clan. The new advertisements, Mr. Schwed estimated, will eventually reach 40 million readers through such magazines as *Esquire*, *Fortune*, *Time*, *The New Yorker*, *Promenade*, *Cue*, and *Playbill*.

### Dentifrice Displays

Sales representatives of the R. L. Watkins Co. Division, Sterling Drug Inc., are now distributing to drug stores the 1946 window and counter displays for Dr. Lyon's Tooth Powder. The set consists of five pieces in 11 colors and it can be used singly or in a variety of groupings.



PIPES OF PEACE supplant war drums as Highland Pipers replace British Regimental series for Dewar's scotch ads.

MARCH 1, 1946

Dummy cartons of the tooth powder, once more in metal containers, are provided for display purposes.

Copy reproduces the current advertising appearing in national magazines and in newspaper rotogravure sections.

### "Proof Positive"

The most extensive newspaper and radio advertising campaign in its history has been launched by the Brown & Williamson Tobacco Corp. to promote Raleigh cigarettes. Springboarding from impartial laboratory testing

and from results certified by medical authorities, the program will utilize, according to T. V. Hartnett, president of the corporation, 160 newspapers with a circulation total over 26,400,000 in 133 key cities. In addition, the Raleigh sales message is being aired on the radio shows, "Red Skelton," "Hildegard," and "People Are Funny."

The theme, "Proof Positive," is dramatized in the newspaper copy with pictures and testimonials of leading entertainment, sport and other public personalities.

# Sales Managers! Personnel Directors!

## CAN YOU PASS THIS EASY TEST?

(Correct answers are given below)

### 1 — TRUE — FALSE

Aptitude testing ALONE will improve your hiring procedure.

### 3 — TRUE — FALSE

"Testing the tests"—trying it out on a few guinea pigs will reliably prove the value of aptitude testing.

### 2 — TRUE — FALSE

Practically any psychologist, test consultant, sales manager or personnel director can develop a sound selection program.

### 4 — TRUE — FALSE

APTITUDE TESTING is only one step in the 9-point program of the complete process of sound scientific selection procedure.

Statements 1-2-3 are false. Statement No. 4 is true.

Successful sales executives have learned through experience that they get more men of the right calibre when they follow the 9-POINT PROGRAM OF SCIENTIFIC PERSONNEL SELECTION AND DEVELOPMENT.

This program offered by THE PERSONNEL INSTITUTE, America's only personnel selection service, with nationwide offices, is the result of 10 years of exhaustive research by our noted psychologists and scientific personnel counselors. Let us send you information on how the 9-POINT PROGRAM can directly benefit you.

MAIL THIS COUPON.

Mr. Morris I. Pickus, President, The Personnel Institute, Inc. 110 South Dearborn Street, Chicago 3, Illinois

Please send me without obligation:

— INFORMATION on the 9-Point Program of Scientific Personnel Selection and Development.

— IS APTITUDE TESTING "SNAFU?"

Copy of Mr. Pickus' address on testing and selection methods to the New York Sales Executive Club.

— SCIENTIFIC PERSONNEL SELECTION PREVENTS LOSSES. Reprint of article from Super Market Merchandising Magazine.

Name.....Firm.....

Address.....Title.....

City.....State.....



## The Personnel Institute, Inc.

LOS ANGELES  
412 W. 6th St.

CHICAGO  
110 S. Dearborn St.

GRAND RAPIDS  
Ashton Building

MONTREAL  
360 St. James St.

NEW YORK  
274 Madison

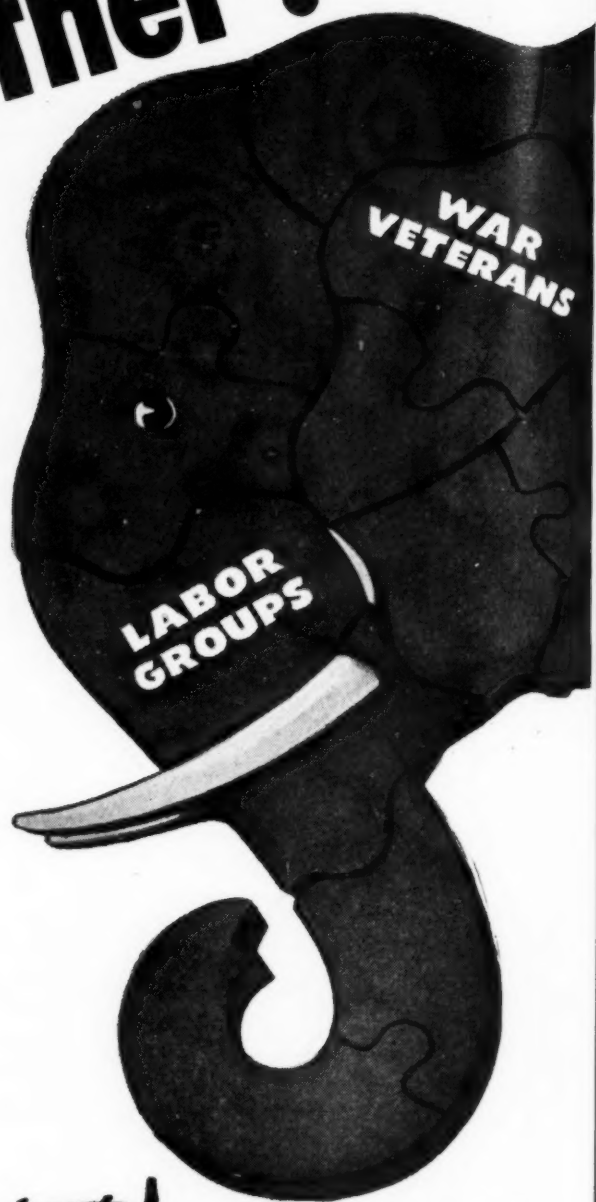
# Can Stassen put it together?



Can Harold E. Stassen, frequently mentioned as a presidential possibility, unite the various GOP factions to win a Republican victory in 1948? In the new issue of *The American Magazine*, Stassen tells you what he thinks of Republican chances, and outlines a progressive plan of action which he believes the party must undertake *immediately*. Where does Stassen stand on such vital problems of today as strikes, housing, foreign policy, taxation?



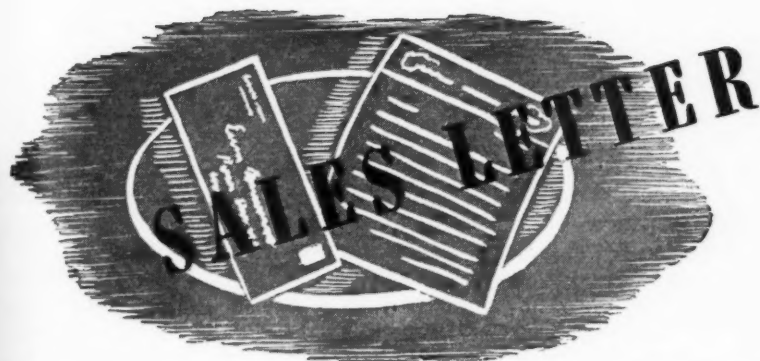
Don't miss: **New Blood for the GOP**, by Harold E. Stassen—in the April *American Magazine*, out now.



*The* **American**  
*Magazine*

*Facts - Fiction - Features - Fun!*

# ROUND TABLE



If You've Written a Letter That Gives  
an "Extra Satisfied" Feeling, Send It  
in. It May Win a Round Table Prize.

## Rating on Attention Value: 100 Per Cent

A news peg, a cartoon illustration, the salt of colloquial English, and a straight bid for inquiries: These elements combine in a letter sponsored by Ross H. Wilson, Wilson Advertising Agency, Cincinnati, which cops the prize money offered by the Round Table this month. The letter has no formal salutation. The headline, "Fall Out" combines with a cartoon sketch of a group of soldiers grinning happily as they hear the command. The copy:

"Attention to Special Orders:

"—will proceed home, at mid-night of which date you will revert to inactive status—resume your duties as a citizen with the loyalty that marked your service as an officer—my wishes for your good fortune in the future." (Gen. J. L. Devers.)

"Nearly four years ago this column (and the Wilson Advertising Agency) was closed by the command, "FALL IN." Since that time there has been little opportunity to keep you informed of the wanderings of Wilson.

"You have heard from us now and then—a token from Tunisia, a signal from Sicily, a note from Normandy, a greeting from Germany.

"Now la guerre est fini and we return to the more interesting business of making our client's advertising more effective and profitable.

"Many of our old clients have already commissioned us to go to work. Others have indicated that we are to take over their advertising at definite dates in the future. We have added some new clients who recognize the value of down-to-earth, selling advertising that is geared closely to their sales programs during this conversion period.

"Maybe your advertising needs this clarity of vision, this freshness of thought, this thoroughness of execution. If so, we favor talking it over.

"How do you feel about it?"

## Quality Market Appeal To Prospective Advertisers

Letters that sell advertising by mail—or develop inquiries—are hard to write. They tend to superlatives and generalities. But here's one, sponsored by *Dun's Review*, which has attention value. It seeks to develop enough interest to lead the reader into an accompanying brochure which includes detailed facts about the medium. It opens with a headline instead of a salutation:

"TOP INDUSTRIAL MARKETS and Executive Influence:

"If you sell "as the crow flies" instead of taking pot-shots at the moon, you will be interested in the enclosed figures on concentration of purchasing power in top industrial markets.

"If your vital sales are determined by size rather than by number then these concentrated markets are a "must" for you.

"The bigger the order, the more you need executive influence. Presidents and top executives not only "approve" purchases but frequently they initiate, consider and select. From them you get quick action, direct or by referral.

"*Dun's Review* reaches 20,666 presidents and more than 30,000 other executives in the top-ranking companies of the country. (See actual count enclosed). The magazine provides front-office approach to your concentrated big-buying markets.

"If you SELL 'as the crow flies' why not ADVERTISE that way?"

## Merchandising Samples To Retail Druggists

Judicious sampling is an effective way to build sales. Here's a letter fashioned by Strange Laboratories, Tucson, Ariz., which tells retail druggists about a new product, announces the coming of a free shipment for tests. Noteworthy is the specific suggestion that one of the samples be given to each girl:

"Dear Friend:

"In a day or so you are going to receive a little package from us.

"No bill will follow . . . and there will be no delivery charges .

"In the package there will be six bottles (4 oz.) of our new product . . . "Derma-Soft".

## ROUND TABLE PRIZE WINNERS

ROSS H. WILSON

Wilson Advertising Agency  
402 Provident Bank Building  
Cincinnati, Ohio

JOACHIM SILBERMANN

Pick-S

19 Rector Street  
New York City

DON MACK, A. M.

United Autographic Register Co.  
5000 S. California Avenue  
Chicago, Ill.

"They are planned to retail at \$1.00 each. If, when you have submitted it to every test that you can think of, and when you have heard the reactions of your customers you decide that you want to stock it, our regular discounts will assure you your 52½% profit. It costs you just \$5.70 a dozen . . . and we prepay delivery charges on orders for two dozen or more.

"As a pharmacist and pharmacologist you'll find this an interesting product. It contains no alcohol . . . no gums . . . no plant mucilages to form a coating and kid the customers. Its fats are propylene glycol monostearate, tegin and lanolin . . . no mineral oils. Its preservative is the propyl ester of parahydroxybenzoic . . . with 17 times the bacteria inhibiting power of phenol . . . and it is deliberately made just as rich as we can make it and get it in and out of a bottle.

" . . . and may we suggest that you give a bottle to the girls at the cosmetic counter for their personal use? They'll sell more . . . because they'll sell more intelligently. They'll learn that you need much less than with ordinary lotions, and they'll discover that no finer powder base has ever been made.

"An order card is enclosed with the shipment for your convenience. We have ample stocks and can ship immediately. We'd like to hear from you."

## When Veterans Go Back To Old Territories

Many an ex-salesman has now returned from the service to take up his old job as a salesman. Here's an opportunity for a short, friendly message to such a man's former customers and prospects. A good example comes from Keystone Trailer & Equipment Co., Kansas City, Mo.:

"Jim's back! You remember Jim Flack, our Service Manager. The Navy has had him in the South Pacific for the past two years, and now their loss is our gain.

"Jim is anxious to serve you again, so the next time you are in Kansas City, and need something whether its a hub cap or a new axle, or just to have your trailer inspected he wants you to call him. Call him anyway—whether you need anything or not. He is eager to hear from you. Our number at the plant is Grand 2312, after hours you can call him at home, Chestnut 5112.

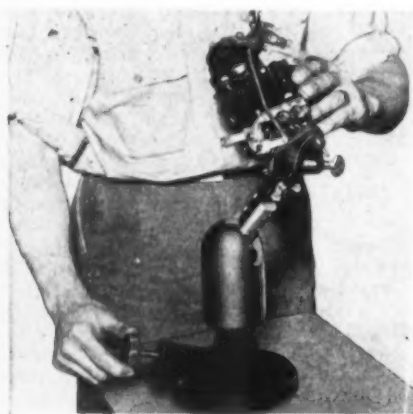
"The weather is never too cold—nor the hour too late, Jim is always willing and anxious to serve you in his efficient and cordial manner.

"Jim would really like to see you or hear from you. Old friends become so very important when you've been in the service so long. Drop in and say 'Hello.'"



# Coming Your Way

.....**powrarm**, a hydraulic work holder and positioner, appears destined for a wide market acceptance. A product of The Garfield Engineering Co., the important features of this positioner are its flexibility and the ease with which work can be handled and placed in practically any position. It exerts pressure up to 6,000 pounds per square inch. A hydraulic pressure lock nut firmly holds the head and arm of the device in any position desired with only one turn. The head may be turned in a complete circle to



**POSITIONER:** Now the work can't slip.

place work on any horizontal plane desired. Arm works on ball and socket under hydraulic pressure and it may be moved in a 90-degree arc from horizontal to vertical. The adapters are removable making it possible to substitute special adapters for special jobs. This work holder has a heavy base and it can be fastened down in any suitable spot to make work convenient. Powrarm is expected to find increasing uses in garages, repair shops, factories, pattern and welding shops.

.....**stikfast tape tonic** is a fluid to be used in the water of all gum tape machines. It is mixed with water in the proportion of one part Stikfast Tape Tonic to seven parts water. The resultant mixture is a white, translucent appearing liquid which makes the gummed tape soft and pliable. Because of this the tape grabs the carton faster and makes the tape adhere quickly. Equally efficient in hot and cold temperatures, the new preparation prevents tape from peeling, slipping and buckling. A product of the Diagraph-Bradley Stencil Machine Corp., it has been designed to increase efficiency in the shipping room.

.....**spred-luster**, now being introduced by The Glidden Co., is a new high quality oil-base enamel and has properties which permit the use of water as a thinning medium. Exhaustive tests are said to have proved that the enamel dries to a hard, satin-like finish and washes like a china plate. Because it can be actually scrubbed if need be, it is applicable to practically all types of rooms—including the kitchen and bath. A given area can be finished in about one-third the time required for the application of the older types of oil-base paints or wood-work enamels, while drying is accomplished in about two hours. It has been primarily designed for walls and ceilings. However, Spred-luster works equally well as a finish for doors, baseboards and moldings.

.....**horn tree paint**, it is claimed, helps to heal tree wounds in about two thirds the time usually required. Developed by the Horn Research Laboratory, it is made of plasticized asphalts, resin and lanolin and fungicidal preventatives consisting of pine, bornyl acetate and sylvestrenes. An important factor in the new horn tree paint is its excellent adhesion.

.....**klep**, an all-purpose glue, is being offered by the Iron Mountain Development Co. According to the makers, it is an all synthetic chemical preparation containing no animal, vegetable or lactic content, no filler or extender and is 100% adhesive. It is odorless, fireproof, impervious to gasoline, oil, acetone, alcohol and many other chemicals. Klep is also rapid setting, rapid drying and comes ready prepared for immediate use. It is a production glue in that only one application to but one of the adherends is all that is required, eliminating waiting time between two and more applications as in other glues. It is transparent and stainless and assumes the color of the object to which it is applied. The new adhesive is harmless to the skin and clothing, is anti toxic, and is germ, and fungus proof. Klep is economical in that its spread is many times further than that of other glues.

.....**insect-proof wallpaper**, a new type of ready-pasted cedar closet wall covering, is being added to the line of the Trimz Co. Moths, ants, flies, mosquitoes and many other insects die shortly after coming in contact with this new wallpaper, which contains

five per cent of active DDT insecticide in the top coating. It is non-hazardous to human beings and domestic animals. DDT has been dyed to the color of the wallpaper, so incorporated into the product that it does not show and will not rub off.

.....**orange juice bricks** may become a common item for the American breakfast before very long. This will be due to a process which has been developed at the Florida Agricultural Experiment station. The water is frozen out of the orange juice, and the resulting concentrate—four times its original strength—is then processed in soft drinks for storage at zero degrees Fahrenheit. When three parts of water are added, one has a beverage that tastes as good as freshly squeezed juice.

.....**new rayon finish** that is said to make rayon fabrics fully washable has been developed by Aqua-Sec Corp. It is called the "Definized" shrinkage control process. In extensive laundering tests to determine length of wearability "Definized" rayon showed good abrasive resistance with no loss of tensile strength or chlorine damage and less than one per cent of shrinkage and stretching distortions.

.....**plastic slide viewer**, designed for use in visual selling as well as for dentists, engineers, and amateur color photographers, is being produced by the Adel Precision Products Corp. In addition to the housing, several of the interior structural parts are being molded of Durez plastic. Among the



**SALES TOOL:** It's easily carried.

reasons for the selection of this phenolic plastic for this application are two outstanding ones—low thermal conductivity and strength with light weight. Smooth, lustrous finish does not wear off, will not mark or chip easily, does not require polishing.

# There's a Welcome on the Door-mat For Men Who Mind Their Manners

Adherence to the established rules of courtesy is one of the easiest and pleasantest ways in the world to make friends and influence customers. Good manners give a man a degree of assurance he can acquire in no other way. It's time now to give your men a brush-up.

BY DR. JAMES F. BENDER

*Director*

*The National Institute for Human Relations  
New York City*

**M**Y lord, for your many courtesies I thank you," wrote Shakespeare in another age. And through the centuries, courtesy has been the gold of human relations. Companies whose representatives are steeped in the ways of courtesy own a mine of good-will. And to the salesman, dealing continually with people, courtesy is an invaluable stock-in-trade.

To give good manners their proper place in the sales training program, they must not be taken for granted any more than is knowledge of the product or sales strategy. The company may bring courtesy into the curriculum by devising and administering courtesy tests, and then discussing the results in private conference or class. When detailing-interviews are used as class exercises, the instructor may add a score on courtesy to those on speech, diction, sales psychology, reliability of product information, posture, and so on. The object is to quicken the C-Q (courtesy quotient)—to encourage salesmen to sharpen their appreciation of human relations.

Simply asking salesmen to answer courtesy questionnaires is not enough. For often a salesman is aware of the courteous thing to do, but for one reason or another he doesn't do it.

Courtesy training is particularly welcomed by many veterans whose long months away from civilian life leave them with feelings of insecurity. Even seasoned salesmen are grateful for hints on sales courtesy: Assurance always comes from knowing that you are behaving correctly.

While some formalities change from time to time, the basis of courtesy—thinking of the other fellow's feelings—remains unchanged.

That is to say, courtesy means deference to the other fellow's ego. Or, as Anatole France once put it, "I am polite to you in order that you may

be polite to me."

Courtesy in salesmanship then, is playing the game of human relations according to the rules and observations approved and practiced by the educated people of your clientele. As such, it is excellent sales psychology, for any action or word of the salesman, creating admiration in the mind of the buyer, serves a useful purpose. Salesmen whose clients are among the upper social or economic strata need be especially careful about conforming to polite deportment.

## The Subtle Influence

That buyers are positively influenced by courtesy in a salesman is a truism, as is the belief that discourtesy builds sales resistance. A buyer may be gruff, sarcastic, and even boorish, but he expects salesmen to be otherwise in dealing with him. If they're not polite, their chances of selling him are lessened.

Occasionally a salesman may appear to be discourteous when he doesn't mean to be; he is either ignorant of approved practices or he can't see or hear himself objectively. For example, among a training group of 18 salesmen recently, was one whose voice was always offensively loud. He didn't vary its volume or modulate it persuasively. A 4-C Audiometer examination uncovered a 12% hearing loss in one ear and a 9% loss in the other. His discourteous voice was not due to inconsiderateness but to a disability of which he was unaware.

Or take the case of the young insurance salesman, wearing a service button, who kept his hat on as he interviewed a prospective client. Before leaving the prospect's office, his attention was called to the oversight. He had become so accustomed to wearing his Army cap in the presence of others that he wasn't conscious of his

hat. Grateful for the suggestion, he said it jolted him out of his "blindness." These two instances can be multiplied indefinitely—instances of so-called little things having a negative effect on the sensitive buyer.

Over and above the usual courtesies that are observed almost everywhere are the niceties observed in certain circles. For example, should a pharmaceutical salesman, when detailing a physician, extend his hand while introducing himself? Or should he wait for the physician to do so? Although the answer may not be the same for every situation, there is a heavy preponderance of opinion, expressed by physicians, for the latter. Physicians, particularly those trained abroad, tend to be more formal in such matters.

For such reasons sales trainers do well to study the courtesy preferences of their clientele before laying down hard and fast rules for salesmen's manners. The chief idea is to improve the salesman's adaptability, for the most successful salesmen are invariably the most adaptable in human relations. Items like those included in the questionnaire below, when submitted to buyers, often bring helpful guidance which the sales trainer may pass on to his students. Better still, it can be made an integral part of the training course.

(Key to the answers of the questionnaire, as developed through one study of this nature, are on page 118.)

## Courtesy Questionnaire

1. Which form of self-introduction do you ordinarily prefer?

- a. "My name is Smith"
- b. "My name is Mr. Smith"
- c. "My name is Fred Smith"
- d. "My name is Smith—Fred Smith"

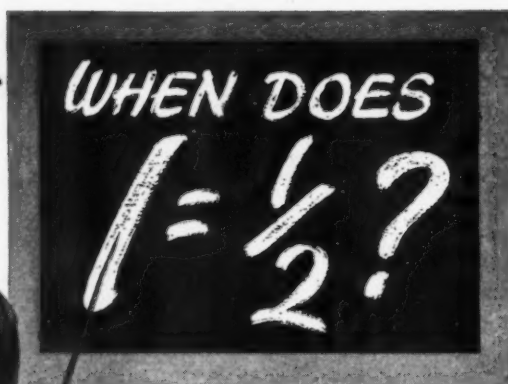
2. Which do you usually prefer to see a salesman do?

- a. Take a chair without waiting for an invitation to do so
- b. Wait until he is invited to take a chair
- c. Refuse courteously the invitation to take a chair

3. Most buyers prefer the remarks immediately following the self-introduction to deal with:

- a. the buyer's health
- b. the weather
- c. the product or service being sold
- d. a current event





## MOST of the OFFICE EQUIPMENT and SUPPLIES INDUSTRY KNOW THE ANSWER TO THIS ONE . . .

You, as an advertiser, can specify the particular part of the office supply and equipment market you want to reach—

**1** The mass market of retailers and wholesalers selling both the large and small consumers.

**2** A hand-picked audience of the big industrial buyers.

Each publication, **GEYER'S TOPICS** and **OFFICE MANAGEMENT AND EQUIPMENT**, may be used separately in reaching just the part of the market to which each book is editorially directed. Each will perform an outstanding job for you.

### BUT—

To completely cover the entire market, both of these magazines are needed. They can both be used, with individual copy, at an economical combination rate.

**GEYER'S TOPICS** has been the favorite trade magazine of stationers and office equipment wholesalers and retailers since 1877. It exerts a tremendous influence on sales and sales promotion, because it is the book that is read by all dealers, "the masses who buy these lines for resale."

**OFFICE MANAGEMENT AND EQUIPMENT** is the direct approach to a hand-picked audience of BIG industrial consumers, who buy for the needs of their own organizations. It is the only specialized publication edited exclusively for these buyers.

Either magazine may be used separately. Each dominates its field. So don't be satisfied to cover only one-half when both magazines, in combination, do a complete selling job on the **WHOLE** market!

See Standard Rate and Data for Rates, or Write for Rate Card and Other Pertinent Data.

### GEYER PUBLICATIONS

260 5th AVENUE NEW YORK 1, N. Y.

Established 1877

Also publishers of THE GIFT AND ART BUYER, SPORTS AGE and TRADE DIRECTORIES



4. To make the best impression, the salesman should:

- a. extend his right hand as he introduces himself
- b. wait for the client to extend his hand
- c. extend both hands with the right one predominant.

5. Most buyers admire—consciously or subconsciously, the salesman who:

- a. refuses politely the offer of a cigarette
- b. accepts the cigarette with thanks but doesn't light it until the interview is completed
- c. accepts the cigarette with thanks and smokes it without letting it interfere with his presentation

6. The majority of receptionists prefer a salesman to:

- a. announce his name and firm
- b. proffer his calling card
- c. announce his name and firm and simultaneously proffer his calling card

7. Buyers report they are influenced to buy from salesmen who:

- a. write a "thank you" letter after coming away from the initial interview
- b. send a personal gift after the first interview
- c. don't acknowledge the interview

8. The majority of buyers prefer the salesman to:

- a. take off his top coat when invited to do so
- b. take off his topcoat before coming into the private office
- c. take off his topcoat without being invited to do so

9. Disliked most by buyers\* is:

- a. loud voice
- b. overfamiliarity
- c. slang
- d. untidy clothes

10. Most buyers prefer the salesman to:

- a. put his brief case on their desks
- b. keep his brief case in his lap
- c. keep the brief case on the floor by the side of his chair

Questions of this kind may be gathered from the salesmen's experience as well as that of the trainer and sales manager. They make valuable material for discussion at sales meetings and training classes. Moreover, they heighten the C-Q, thereby discouraging salesmen from selling courtesy short and encouraging them to become increasingly adaptable in their human relations.

\*See *Do's & Don'ts of the Sales Interview*, published by Sales Training Publishing Co., Roslyn Heights, N. Y., for more than 100 pet peeves of buyers.



# War Surplus Sales Rise Steeply in Biggest U. S. "Bargain" Headache

Uncle Sam exceeds \$300,000,000 a month in fresh effort to move mountains of goods before Nation gets into full factory stride—Lt. Gen. E. B. Gregory, new "general sales manager" has more power, fewer fetters than predecessors but plenty as it is—Speeds up vast job by cutting waste motion, adding men, advertising more.



U. S. SALES MANAGER: Lt. Gen. Edmund B. Gregory is the new War Assets Administrator with history's biggest, toughest sales job—disposal of Army, Navy war surplus.

**T**ODAY with mountains of surplus war property for sale, Uncle Sam is the biggest merchant in the world. Lt. Gen. Edmund B. Gregory in Washington, new War Assets Administrator, is the biggest "general sales manager." His job of moving these mountains is by far the biggest sales operation in history . . . a job so vast and so full of hamstrings and headaches that it "can't be done," yet it is surging ahead.

His inventory is now over \$12 billion in "reported cost to the Government." (Total declared surpluses will be \$30 billion and may even run to \$100 billion—it's anybody's guess.) His disposal rate is exceeding \$300,000,000 a month and is rising steeply. If sale prices average 40% of "reported cost," General Gregory's intake for Uncle Sam is now running close to \$120,000,000 a month.

## Huge Figures Cut Capers

Figures relating to Government surplus property and its disposal are so astronomical and totals have so many variants, depending upon what is included and excluded, it is hard to pin them down. In the grand total are billions of dollars' worth of plants and real estate, mostly sold, leased or otherwise disposed of from Washington. Other billions cover combat aircraft considered unsalable. Even that part of the merchandise which the public might buy must be offered to federal and state agencies before the public can get a chance at it.

The progress of sales to the public through field offices, however, can be measured this way: "Capital and Producers Goods" (plants, machinery, equipment and raw materials) are now moving out at \$50,000,000 per month. This is five times the rate of sales last July and August. "Consumer Goods" (finished products of all

sorts) realized for Uncle Sam \$24,300,000 in January, 1946, compared with \$2,000,000 last July and \$4,400,000 in August. From now on the rise is expected to be spectacular.

This sharp upping in volume is due to many factors: (1) Inventory began jumping in September. With the war definitely ended declarations of surplus by Army and Navy have been rising strongly; (2) confusions of disposal by many agencies were reduced when most of the job was centered in Reconstruction Finance Corporation (War Assets Corp.) in November, now it is passing wholly to the new and independent War Assets Administration which takes over the WAC staff to sell everything except overseas property and comparatively small surpluses in the hands of Maritime Commission and Department of Agriculture; (3) experience has taught headquarters and the field organization a great deal; (4) advertising is now doing a man-size job.

Observers like to say this stupendous job of selling is being done by "a lot of Government clerks working themselves half to death." Actually there are sales brains in the key spots. Big, genial, able-looking Sterling Foster is director of the Capital and Producers Goods Division. For years he sold industrial coal before he became chief of the Business Loans Division of RFC. Tall, pleasant-man-

nered John S. Cooke who, as an Army colonel received the Legion of Merit for his outstanding work in procurement while on duty in Headquarters, Army Service Forces, sold magazine circulation and woollens before he became a principal in William S. Gray & Co., New York City sales agency for chemicals.

## This Is Merchandising

These two "division sales managers" under General Gregory, each with his separate organization in Washington and in field offices—31 for capital goods and 11 for consumer goods—does what he can to put sales sense into his people though low pricing cuts down the need for sales skill. There is no organized sales training, but ideas are circulated among all field offices for methods of showing goods, for interesting specific prospects in certain items, for developing new uses of products.

Merchandising ideas are created both in the field and by a research department set up for the purpose. Weather kites and balloons are sold as toys; tank and aircraft engines as power units for electric generators; walkie-talkie sets as ranch and industrial telephones; steel whip radio antenna as fishing rods; helmets as hen nests; ambulance bodies as gayly painted beach cabanas; camouflage netting as potato bags; surgical ster-

## WINSTON-SALEM POPULATION TOPS 90,000

Conservative estimates show that in the past five years Winston-Salem has gained more than 12,000 people . . . bringing the population to more than 90,000.

Never a market to "shoot at the moon" in the matter of population, this figure represents folks living in a compact area.

The city could easily top the 100,000 mark if city limits were extended now . . . as they probably will be one day soon.

One more sign that Winston-Salem is growing!

### JOURNAL and SENTINEL

Winston-Salem, North Carolina

National Representatives: KELLY-SMITH COMPANY

## LONG BEACH, CALIFORNIA



### Site of New INDUSTRIES!

The industrial trend is Westward! The reason? Space, reduced marketing costs, and immediate access to a rich and concentrated market. Almost daily such basic industries as Ohio Rubber Company and Kaiser-Frazier select Long Beach, California, as the site of their Western Expansion!

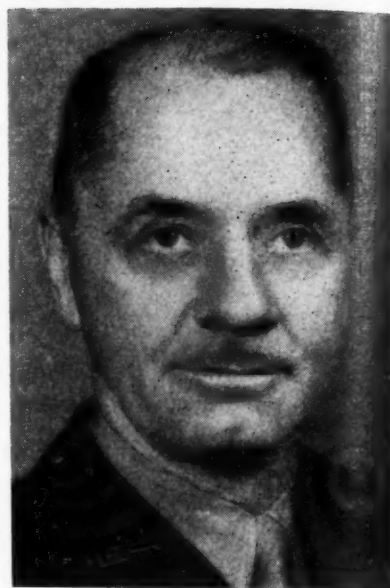
This area, with its ever increasing industrial payrolls, demands your advertising attention. The Long Beach Press-Telegram, daily Home-Paper with over 77,000 net paid circulation, assures coverage of the "wealthiest per capita city in America! Yes, Long Beach is a great market today, and an even greater market tomorrow!

\*Sales Management's 1945 Effective Buying Income Survey.

**RATIONING NOTICE:** For best use of your campaign space, consult W. L. & C., our national representatives!

### LONG BEACH Press-Telegram

Represented Nationally by WILLIAMS, LAWRENCE and CRESMER CO.  
Members: Metro Pacific Comics, Pacific Parade, Nancy Sasser Groups.



"SALES CHIEF-OF-STAFF:" Maj. Gen. Glen E. Edgerton, second in command, knows the surplus job. He sold Army's leftovers back in 1918, after World War I.

ilizers as frankfurter steamers. There is no hobble on ingenuity with such mountains of material in stock.

The two "division sales managers" wish they could go out and hire trained salesmen. But they are required to select men from among G.I. applicants and from civil service lists. As it is, more than half of their 17,000 or 18,000 employes are selling — the others are clerical help and property surveyors. Some of these salesmen have had a good deal of experience with the lines of products to which they are assigned. The force is to be increased as rapidly as possible to at least 26,000. It may reach 30,000. Rapid turnover among these people is only one of the "sales managers'" headaches.

They get a continuous every-day headache from trying to find out exactly what the merchandise is that the Army or Navy transfers to them to be sold. Service descriptions are too vague for market use. "Spark plugs, M-29-6.002. 585,000" may turn out, upon inspection, to be the products of seven makers, each plug double-wrapped and sealed, boxed in quantities for overseas shipment in such fashion that it would cost a buyer plenty to put them in shape for resale. The Government's sale price on them would have to differ widely, possibly, from the price on some other lot of the same kind of plugs. Examining and price-tagging is a big job.

The biggest jobs of all, however, are to induce the owning agencies to declare property faster, to get the goods adequately exposed to buyers, to secure better liaison between all field offices, to multiply the speed of disposal. Great improvements in organization are counted on to do it.

SALES MANAGEMENT



The new War Assets Administration does not come into full operation until March 25, though its personnel continues to function as the R.F.C. expiring War Assets Corp. until then. Disposal of surplus property proceeds without interruption. President Truman's executive order of February 1 gives WAA not only operational but full policy authority over disposal of nearly all surpluses in this country while property abroad is handled by the State and Treasury Departments. The intent is to end much confusion that previously hampered disposal efforts by various agencies. Under this new straighter-line plan, General Gregory reports direct to the President.

### Job Can Run Better Now

In Washington there is a feeling now that the vast and complicated surplus sales job will move more smoothly. General Gregory, Quartermaster General of the Army until January, has had no sales experience. He laughs when he tells you he clerked and decorated windows in a dry goods store when he was a boy. But as Quartermaster General he had a big hand in buying \$25 billion worth of quartermaster supplies during the war. Big volume and big organization are familiar to him.

He has as his "chief of staff," Maj. Gen. Glen E. Edgerton, engineer officer, once Governor General of the Panama Canal Zone, and, as a major following War I, chief of the Army Sales Division which disposed of great quantities of surplus Army material from 1920 to 1923, when a lot of lessons were learned that are worth knowing today. General Edgerton recently was Director of the International Division, Army Service Forces, in charge of reverse Lend-Lease. General opinion is that Army officers who are able administrators and unsuspected of business and in-

dustrial prejudices can direct this huge, unusual sales job better than civilians.

However, no sales manager can envy General Gregory his job. It is a sales assignment comparable to nothing known in business. He cannot depend upon a steady, controlled production flow of a known line of items upon whose fixed cost he can set a reasonable selling price for an established selling organization. Instead he can never know, from day to day, what his inventory will be, nor how many hundred thousand varied items will be in it. The owning agencies—Army, Navy, etc.—determine what they shall declare as surplus and in what quantities. His stock is everywhere and in all conditions.

Even the Surplus Property Act of 1944 under which the operation must proceed handicaps the job in various ways.

Public objections to the whole operation are ever present. One company may be keen to buy machine tools it wants for its own plants; but in the same breath it protests against the sale of products that compete with its own. Another manufacturer complains that the sale of his own product by the Government to buyers who will misuse it will damage his reputation.

### Advertising Goes to Work

One of General Gregory's big problems is: How to tell prospective customers what is ready for sale. With total inventory of myriad items constantly changing, it is impossible to get out an over-all catalog. Such a book would be as big as an unabridged dictionary . . . outdated before it could be issued. This job has been done up to now in letters, pamphlets and monthly magazines issued by product groups to classes of customers most likely to be interested.

Advertising has begun to play a strong part. Starting several months

ago newspaper and magazine space began to be employed. Now organized schedules are running. Ups in sales have been noticeable. Heaviest emphasis is put upon newspapers which can spot sales in areas nearest the products to be sold. More than \$5,000,000 for advertising has been allocated for the year ending next June 30. About \$1,500,000 of this has been spent, mostly on capital goods. An advertising plan for consumer goods is now in the works. As this is written, no advertising agency has been selected to handle the consumer goods campaign, though more than 20 made presentations.

### He'll Cut Gordian Knots

General Gregory's effort will be to iron out as many of the difficulties as possible. It is a Herculean task requiring high organizational ability, diplomacy, Gordian knot-cutting and cold realism. He didn't want the job—but, being a soldier, he took it when the President called.

"My main objective," said he, "is to simplify everything as much as possible and dispose of this material with speed. First we are cutting down bookkeeping. That has always been a cause of delay. We are straightening every operation to the utmost.

Nobody is able to estimate how long the whole job will take. Three years is an average guess in Washington. While tremendous energy goes into an attempt to dispose of merchandise now in order to compete as little as possible with normal factory production of new goods, all authorities believe there will be large quantities left on the Government's hands in 1950 unless a miracle is wrought, or unless it is dumped in the ocean—while taxpayers squawk.

"Why, the Army still has crowbars left over from the Civil War," comments General Edgerton.



Harris & Ewing

THEY'RE REACHING FOR THE SKY: "Division sales managers" for the big job of disposing of war surplus are Sterling Foster (right) in charge of capital and producer goods; Col. John S. Cooke, in charge of consumer goods. Sales curves for both divisions are hiking off the charts.





## DESIGNING TO SELL

(Captions read counter-clockwise)

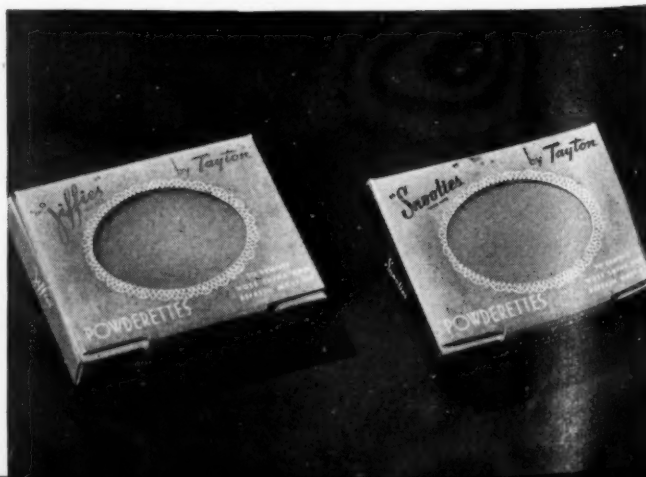
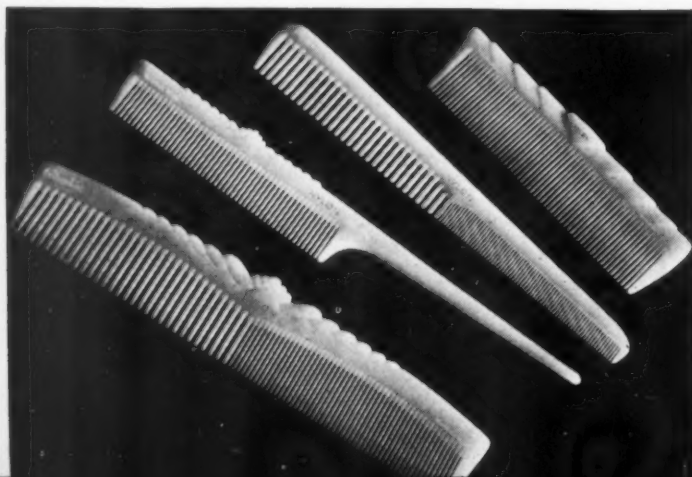
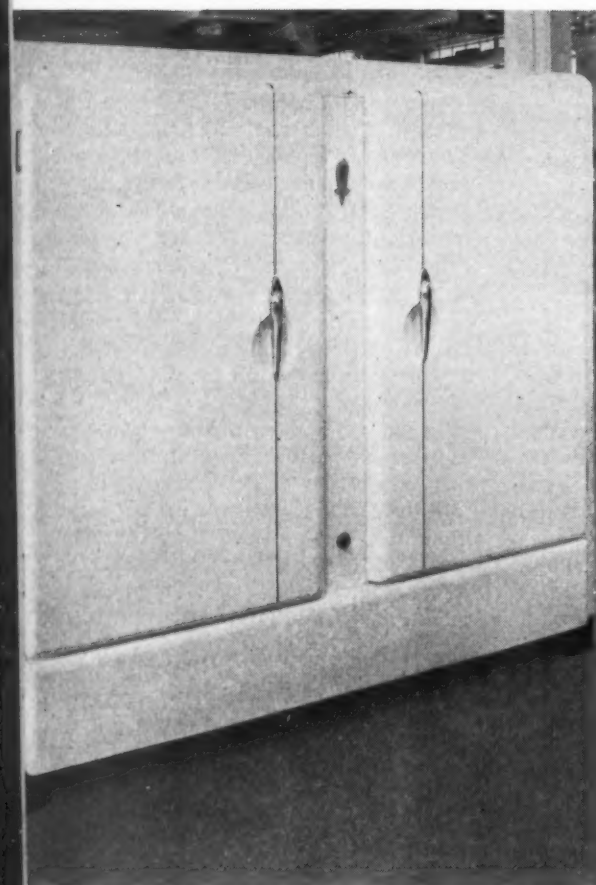
**FLYING COLORS:** The two new Peggy Sage nail polishes are called Shimmering Skyhigh and Shimmering High Fashion. Both shades of Flying Colors are packaged in a sky-blue set box, which also includes Lubricant Polish Remover plus a compact transparent cylinder containing orange stick, cotton, emery boards. Each of these new polish shades is available in individual packages.

**SIMPLE TO SET UP AND OPERATE:** The Natco 16 mm. sound motion picture projector, a product of National Industries, Inc., Chicago, also has appropriate provisions to show silent films—both black and white and color. Functional highlights are the direct sound scanning, and independent floating stabilizers, which give high quality sound reproduction. Handles up to 2000-foot reels.

**ACCOMMODATES 1,000 to 1,200 POUNDS OF FOOD:** This 30-cubic-foot food freezer, now being introduced by Carrier Corp., Syracuse, will store at any one time the meat of ½ steer, plus one calf, plus one pig, 24 fowl, 200 quarts of fruits and vegetables. Under normal storage conditions it consumes less than three KWH per day when in 70 degree room. It is Fiberglas insulated.

**NYLON COMBS:** Made of Du Pont nylon plastic by the Columbia Protektosite Co., Carlstadt, N. J., these combs are said to be strong, flexible and long lasting. Important in keeping the combs immaculate is the fact that they can be cleaned in boiling water. They come in ivory tone—color of the plastic.

**DISPOSABLE POWDERETTES:** "Jiffies" and "Snooties" are impregnated powder puffs. They are sanitary, disposable beauty aids. The "Jiffies" are made on a cloth base and the "Snooties" on a tissue base. Each package has a mirror in the lid, thus serving as a purse packet compact. Made by Tayton's, Chicago.





## She'll never outgrow it!

Let a baby see an eye-catching object, and she'll reach for it. That's a natural reaction, never outgrown. Let a woman in a store see something that *looks* good . . . and her hands instinctively go out for it.

Such impulses are the reason why the use of sparkling Du Pont Cellophane steps up sales. In this *transparent* packaging, the product tells its own convincing story to the shopper's eyes.

Besides sales-building *transparency*, Du Pont Cellophane provides moistureproof *protection* for freshness and flavor. It keeps the product clean and appealing. What's more, it provides these advantages at *low cost*.

The demand for Du Pont Cellophane still exceeds the supply, but we hope the day is now not far off when our converters and ourselves can supply all your requirements. In the meantime, write for your copy of "The Post-War Food Dollar," a study of the war's effect on food-buying habits. E. I. du Pont de Nemours & Co. (Inc.), Cellophane Division, Wilmington 98, Delaware.



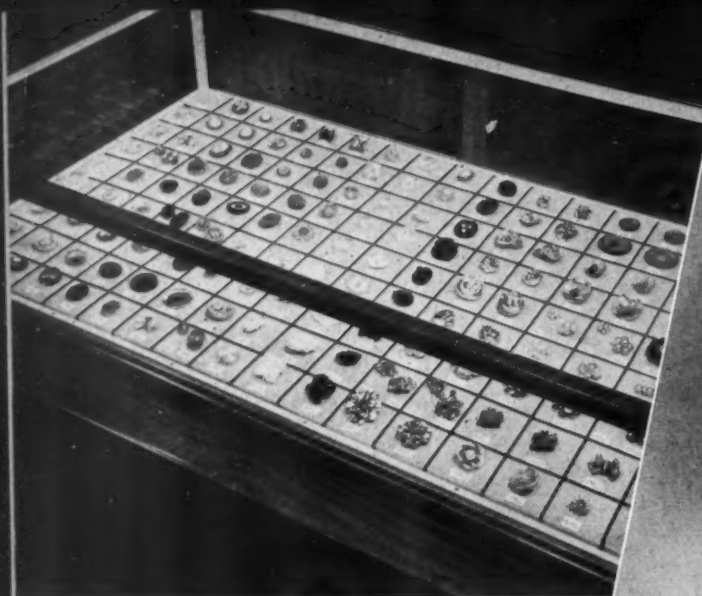
# Cellophane

Shows what it Protects — at Low Cost

BETTER THINGS FOR BETTER LIVING  
...THROUGH CHEMISTRY

MARCH 1, 1946

[111]



**THAT OLD QUESTION**—Button, button, who's got the button—is skillfully answered by display-wise manufacturers. Entwined in hair-do's or used as earrings, buttons have risen above their functional use of holding clothes together. B. G. E. counter plans enable the purchaser to select from numerous types and colors. Result: A better traffic spot for displays.



## Fancy Button Craze Calls For Fresh Sales Approach

**N**EW ways to capitalize on the decorative button fashion are outlined in "Let's Talk About Buttons," a 14-page merchandising manual issued to retailers by Bailey, Green & Elger, Inc., New York City, button converters, which has promoted buttons from their utility role into a profitable item of fashion.

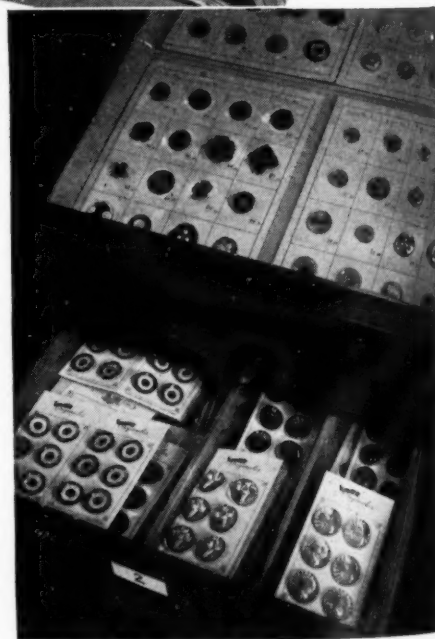
The new sales techniques described in the manual were worked out in stores pioneering the sale of buttons that decorate as well as work. Putting fashion into buttons and pushing sales with new merchandising ideas have lifted the button department from its neglected, out-of-the-way location before the war into one of the top traffic spots today. Fashion trends indicate that this popularity of decorative buttons will continue.

Two ways to sell buttons are described in the manual. A complete range of fancy buttons is displayed under glass for consumer selection in

the counter plan. The sales girl fills the order. With the wall plan, the button display is open to the customer who notes the display number of the desired button and serves herself from drawers underneath the display.

The manual contains practical copy and layout suggestions for effective button advertising in local newspapers and display ideas for counters, cases, and windows. There are 12 sketches dramatizing new uses for buttons. Other sections of the manual provide suggestions on how to tie-in sales of the button department with sales of other merchandise, some pointers on the purchase of buttons for stock, and a discussion of personnel handling.

Together with the manual, Bailey, Green & Elger provide the retailer with a service kit, including a series of mats, a fashion story with photographs showing new buttons, reprints of fashion advertisements in leading women's magazines and a radio script.



**SELF-SERVICE:** B. G. E. wall plan lets customers serve themselves from the small drawers underneath the case with decorative button display. The lower sales cost more than offsets any possible loss from pilfering.



# Sylvania's Pay Plan Combines Salary, "Grubstake," Bonus

**D**ON MITCHELL has an entirely new salesmen's compensation plan ready to put into effect. Mr. Mitchell, meteoric riser in selling and now executive vice-president of Sylvania Electric Products, Inc., New York City, says he has tried almost every known pay method and favors straight salary. But nobody can fix the correct salary any salesman is worth without following the man around every day. So he has worked out a new scheme combining a variable base salary with incentives of various kinds.

## Basic Rate

Mr. Mitchell told a marketing conference of the American Management Association that the plan proposes to do the following things:

1. Establish the base rate we are willing to pay for business regardless of volume. Business is inherently worth something to the company so we should be willing to pay that amount of money to the salesman. Let's say, for the sake of argument, that this figure is 1%—the basic value of business to the company at the salesman's level.

2. We want to establish a bogey of performance for each and every customer directly controllable by that man. Once established, we are willing to pay him this basic compensation on any business in excess of that bogey, but we want to be sure the bogey is fair, that the salesman contributes to setting that bogey.

3. No such bogey could be set up as a flat rate throughout the country. Territories are different—some require heavy traveling expenses, others development expenses, and others heavy entertainment expenses. We try to recognize these differences, and on the more difficult ones give the salesman a grubstake to overcome those difficulties. More about that later.

I can best illustrate this by giving you an example of how the program would work. Using fictitious figures, let's say a man has a basic salary of \$3,000. We estimate travel and entertainment expense of \$2,000. The cost of running his territory, therefore, is \$5,000. This territory is not particularly well developed in respect to sales to quota, and has relatively difficult terrain; it requires heavier travel expenses than some others. We are forced to give the man a grubstake in order to produce the incentive required

—in this particular case, \$1,000. This means the man is operating on a base of \$4,000. We convert this operating base into a bogey of performance by capitalizing it at 2%. We multiply the operating base by 50 to get the bogey of performance — \$200,000. Now let's take a look at what the man can do if he tries to do a job. His quota is set at \$250,000—an arbitrary figure.

We should be looking at this territory as one which can inherently produce a bigger volume, let's say 10% of the potential in the area, or \$300,000. What does the man earn if he sells his quota, \$250,000? He will get 1% of his excess (\$50,000) or \$500. Likewise, if he is smart and gets his volume up to 10% of potential, or \$300,000, we will pay him 1% on that excess, or \$1,000. And for my money, the sky is the limit. We have in our own company, several men who have volumes of \$500,000; some have more. If these salesmen earn bonuses of \$2,000 or so, so much the better.

## Aim: To Sell All Products

4. If we let the plan end right there, the salesmen would certainly tend to sell those products on which they thought they made the most money. We will be required to have riders on volume for individual products. I think it will work out something like this: For every 1% below quota on any one product he will lose 1% of his bonus. If this man is 10% under quota on incandescent lamps, and 20% under on fluorescent lamps, he would lose 30% of his bonus, or make \$700 instead of the \$1,000 I have just mentioned.

5. We who establish quotas are human, and maybe we will be wrong in setting those quotas. I think we ought to protect the man against such inequities and the foibles of human nature. If we do a bad job setting quotas, and find that the national average is 80% of what we set, we don't want to penalize the man. He loses only if his percentage is less than the 80%. If he sold 80%, no penalties. If he sold 79%, then he loses 1% of his bonus.

6. If we offer a grubstake for developing a territory, I don't believe we ought to continue it after the territory is developed. I anticipate no difficulty in selling this idea to the salesmen. The grubstake will recognize the in-



## FOR BEST RESULTS APPLY *AHREND*

Are you picking up the threads of business relationships suspended during the war—or seeking new accounts? Ahrend direct advertising is the nearest thing to a personal call.

Ahrend individually planned brochures, leaflets, letters . . . serve as your salesmen, do a sincere, profitable selling job for you.

Ask a qualified Ahrend Account Executive to show you samples of many successful mailings created for Ahrend clients. No obligation for consultation in the New York Metropolitan area; no charge for consultation anywhere when our proposals are accepted. Call MUrray Hill 4-3411 or write TODAY.

AHREND CLIENTS HAVE WON  
SIXTEEN NATIONAL AWARDS  
WITHIN THE PAST THREE YEARS

## D. H. AHREND CO.

*Creative Direct Advertising*

325 to 333 East 44th Street  
New York 17, N. Y.  
MUrray Hill 4-3411

MARCH 1, 1946

[117]

# Building SUPPLY NEWS

# is first

45,832 Extra Readers  
to Dealers' Employees  
—by Survey

AMONG LUMBER AND BUILDING MATERIAL DEALERS

- ★ IN CIRCULATION
- ★ IN ADVERTISING VOLUME
- ★ IN EDITORIAL INFLUENCE
- ★ AND LEADERSHIP

Acknowledged Leader by  
Readers and Advertisers

Drive-in facilities combined with a seemingly unlimited expanse of window area, all in use, give Badnegat Lumber Co., Ship Bottom, N.J., a brisk customer trade among home owners. Here one can build and furnish a home completely.

BUILDING SUPPLY NEWS  
59 E. VAN BUREN ST.  
CHICAGO 5



## MERCHANDISING DISPLAYS with Beauty, Function, and Force

**Right  
up  
FRONT!**

**DISPLAY  
GUILD**  
Affiliated with  
FORMED PRODUCTS COMPANY  
85-09 57th Avenue  
Elmhurst (Queens), New York

Key your merchandise to "Up Front" sales with Display Guild's metal merchandisers. Original designs and high skill produces cabinets, stands and dispensers in a wide variety of materials and push purchases. Let us design your exhibits now.

Designers and Fabricators of Metal, Plastic and Wood Displays for Counter, Window and Floor • Business Exhibits

herent difference between the cost of getting business and the cost of keeping business.

7. However, the grubstake ought to be increased in times of business depression, or if there is an industry slump. If it isn't, we are going to lose the very effect we are trying to obtain—that of producing incentive.

"In review, let me tell why I think it will work for us, and why I think adaptations of it can be worked out intelligently for any sales manager with similar problems. The interests of the company coincide exactly with those of the men. The more money they make, the more profit the company enjoys. There is no bickering or hard feelings because some salesmen make a lot of money. Incentive exists at all levels of activity. Under this plan each man who is not earning a bonus had best be removed from the payroll. The grubstake is flexible, and can be changed up or down, depending on the conditions at the time. No salesman can lie down on any one product without some penalty, and even if he does get a tough break, it couldn't possibly be bad enough to kill incentive," Mr. Mitchell concluded.



## Quiz Key

Key to questionnaire on pages 101 and 102:

- 1-d; 2-b; 3-c; 4-b; 5-c;  
6-c; 7-a; 8-a; 9-b; 10-c

**WEST TEXAS**  
Invites  
Industry

*Long and truly  
Known as the  
Raw Materials Capital of the World*

For small size, under-industrialized progressive cities.

For raw materials and cheap fuel and power reserves.

For all-year ideal working conditions and pure American-born white citizenship.

Investigate West Texas' Industrial advantages. Wire or write:

**WEST TEXAS  
Chamber of Commerce**

Headquarters office: Abilene, Texas

SALES MANAGEMENT



# Value of Brands to Consumers Gets New Promotion for 1946

Brand Names Research Foundation puts a 15-minute radio show on more than 100 stations for 13 weeks . . . broadens services to schools, clubs, speakers . . . presents "Awards of Merit" for brands over 50 years old . . . elects Alfred O. Buckingham chairman.

**T**HIS year sees new power put behind the general campaign to sell America on the value to the public of national brand names. Stirred by attacks on national brands by those opposed to the free enterprise system, Brand Names Research Foundation, Inc., now nearly three years old, has added new activities to spread its message everywhere.

Newest is a national radio show, "The Name Speaks." This 15-minute recorded program starts about the middle of March and runs 13 weeks on well over 100 NBC network stations at various periods on various days of each week. Time charges are absorbed by National Broadcasting Co. but Brand Names Research Foundation pays for production and talent.

## A Straightforward Story

"The Name Speaks" is intended to tell a straightforward story of the significance of nationally known brand names in a style that meets top professional radio standards, paralleling the quality of radio programs broadcast by the biggest advertisers of national brands. There are songs of famous composers sung by Thomas Hayward of the Metropolitan Opera Co., music by the Norman Cloutier orchestra, anecdotal commentaries about famous brand named products by Quentin Reynolds, with Ford Bond as announcer. Each show is a big-name show from start to finish.

The Foundation is continuing its former promotional activities and adding new ones. Its staff analyzes all sorts of data about brands and branded products, supplying material to writers, speakers, schools and interested organizations. Field studies determine the effect of national brand confidence on consumer purchasing. Continuous publicity releases are sent out to newspapers, magazines and radio stations.

The Foundation's comic strip, "Billy Brand—Stories of How Names Helped Make America Great," runs in weekly newspapers the country over. Beginning this year the cartoon magazine *True Comics* carries its own

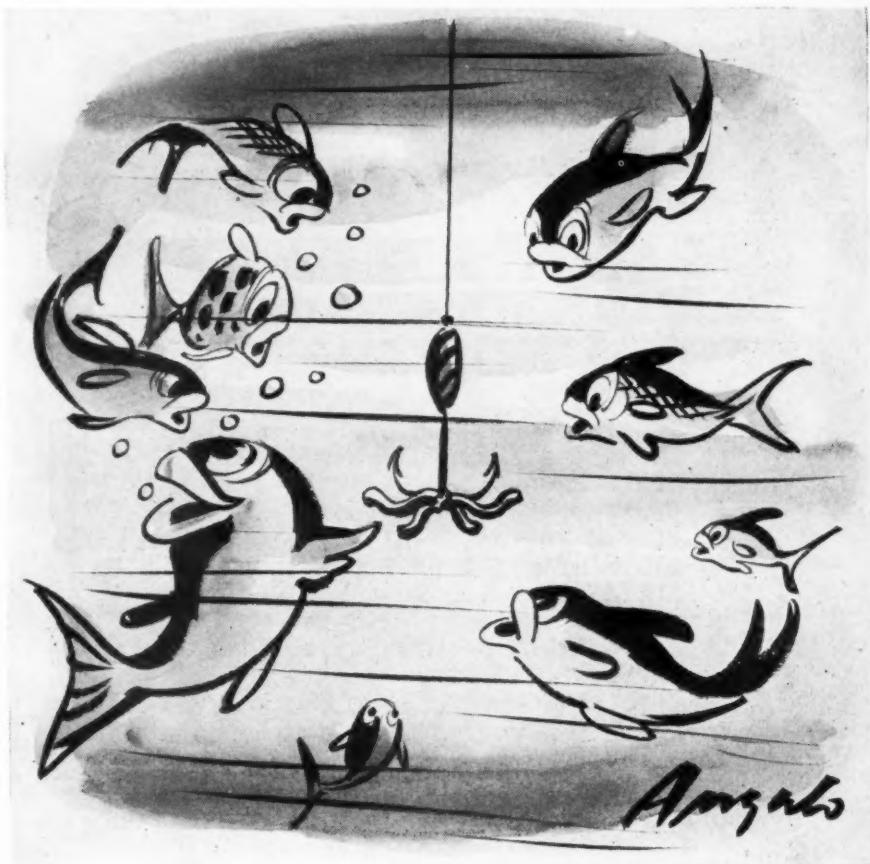
version of "Billy Brand" in a strip called "How Industry Serves the Nation." To reach employees in factories, a series of short, earthy comments about the value of brands to the general health of business—each illustrated with a drawing of a workingman character called "Sam Brand"—runs in hundreds of employee magazines. Several hundred thousand copies of a game book for children—"Around the Clock with Rocky and Ruthie"—have been produced by a commercial publisher for sale in chain variety stores. More than 500 daily newspapers have been using a Ripley-style cartoon feature—"Of Time and Names."

Also the Foundation issues a book-

let for salesmen to impress on them that their promotion of national brand merchandise means bread and butter to them. Various services are rendered to schools, such as the sound-motion picture "Marks of Merit" and a series of charts and study aids for home economics classes.

To honor distinguished brands of long standing and to publicize their meaning to the public, "Awards for Public Service" are presented to company heads at dinners in various parts of the country periodically. At the most recent dinner, February 5 in New York City, 206 certificates were issued ceremoniously. Of these, 25 went to companies with currently advertised brands over 100 years old. All of the other honored brands were at least 50 years old.

At the annual meeting February 5, Alfred O. Buckingham, vice-president of Cluett, Peabody & Co., Inc., was elected chairman of the Foundation, succeeding George L. Russell, Jr., president of John B. Stetson Co. The new vice-chairman for the Eastern Division is Howard B. Snader, treasurer of Vanity Fair Mills, Inc.; for the Western Division, Donald B. Douglas, vice-president of Quaker Oats Co.



"Hey, fellows, give a look! A '46 model—all plastic! They say Walter Teague designed it!"



## THE CONFERENCE THAT WENT HALF WAY



It was the usual conference ... typical of those that happen every day in the advertising business.

A piece of copy for a sales letter was submitted for approval and the usual comments arose. "Don't you think it's a little long? ... Why shouldn't we start here instead of there? ... Would it be possible to make it a little more dignified? ..." etc.

Finally, the word-omelet was approved ... with the request, of course, that the letter go immediately. Period.

No mention about appearance. No word about the paper it should be printed on which is certainly doing things half way.

Always it is important to pick a good paper for any sales letter. Specify Atlantic Bond.

# Atlantic Bond

MADE BY  
EASTERN CORPORATION  
BANGOR, MAINE

SALES MANAGEMENT

# The \$8,000,000,000 Textile Industry: Is It Ripe for Brand Name Promotion?

Closely tied in with other phases of branding and promotion in the textile industry is the work of textile accessory manufacturers—those who make buttons, zippers, thread, fasteners. Mr. Cumming here summarizes some significant developments among these firms.

BY JAMES C. CUMMING

*John A. Cairns & Co., Inc.  
New York City*

**A**LLIED with, but not actually part of, the textile industry are the manufacturers of the accessories used on finished textile products. These include the thread manufacturers, the button people, and the makers of zippers and snap fasteners. They are important to any study of sales promotion in the textile industry, because their problems of identification and promotion are so very similar to those of the yarn makers, the mills, the converters, and the manufacturers we have already reviewed.

Let's see how some of the textile accessory people have solved these problems.

The thread makers, such as *Spool Cotton* and *Belding-Heminway*, have done very little about the promotion of their products when those products reach the consumer as a part of a finished garment. Both advertise to manufacturers in business papers, but they make little or no attempt to carry identification of their threads through to the consumer.

## Sew and Save Week

Instead, they concentrate their promotional efforts on the part of their business that's done directly with consumers over notions counters. The work of The Spool Cotton Co. in organizing and promoting Sew and Save Week has been outstanding. This is another example of an "unselfish" promotion, so planned that the retailer may include in it all the products he sells to women who sew—and not just the products of The Spool Cotton Co. The sponsor provides the plans and various promotional units; the retailer makes the entire promotion click. Since Sew and Save Week is promoted by retailers from coast to coast, its success is obvious.

The promotional work of the button manufacturers is similar to that of the

thread people. The identity of the button is lost in the finished garment, and no attempt is made to retain it. But that's not saying that good promotion is absent from the button industry. *Morey* is among the button manufacturers who are regular advertisers. So is *Schwander*, with national advertising backed by the small "Buttons by Schwander" rate-holders in *Women's Wear Daily* that are familiar to every reader of that business publication.

## Improve Displays

A very active button promoter is *B. Blumenthal*. Like the others, Blumenthal makes no attempt to retain the identity of its LaMode buttons used on finished garments. A great deal of promotional work is done, however, to reach women who sew. This takes the form of every possible device the firm can think of to help the retail notions department to sell more LaMode buttons. For example, retailers were provided by Blumenthal with an improved counter display cabinet which kept LaMode buttons out where customers would be sure to see them and where they could buy them readily. Then LaMode Button Bars were set up in many stores. Also, national advertising in business and consumer publications is regular.

Most interesting of all Blumenthal promotional devices was a window display of the traveling type that was made up and offered to stores some years ago. It presented an elaborate collection of buttons that outlined the history of button design. This single display toured the entire country and was seen in the windows of some of America's leading stores. One brief story demonstrates the popularity this display enjoyed among retailers. It was shown for some time in one of the windows of Macy's, New York City. After it had been there for a week,

the display manager of Gimbel's, who normally would prefer death to the duplication of a Macy display, pleaded earnestly that he be allowed to use it for his store. And he did use it; the display went to Gimbel's from Macy's.

Among the zipper manufacturers *Talon* has been a leading promoter for many years. Zippers have a definite advantage over thread and buttons in that they can readily be identified on the finished garment. The name of the zipper is usually stamped right on the metal tab that opens and closes it. Talon's objective, therefore, has been to establish Talon in the minds of consumers as the leading make of quality zippers so consumers would look for the Talon name on the zippers used on the clothing they buy.

To reach this objective large-space national advertising has been used regularly. This advertising has always featured the zipper itself—not a specific finished product that contained the zipper—and is used to capture important sections of the market one by one. For example, the advertising campaign on "no gaposis" was aimed at making Talon the dominant zipper for skirt plackets, where zippers are very widely used.

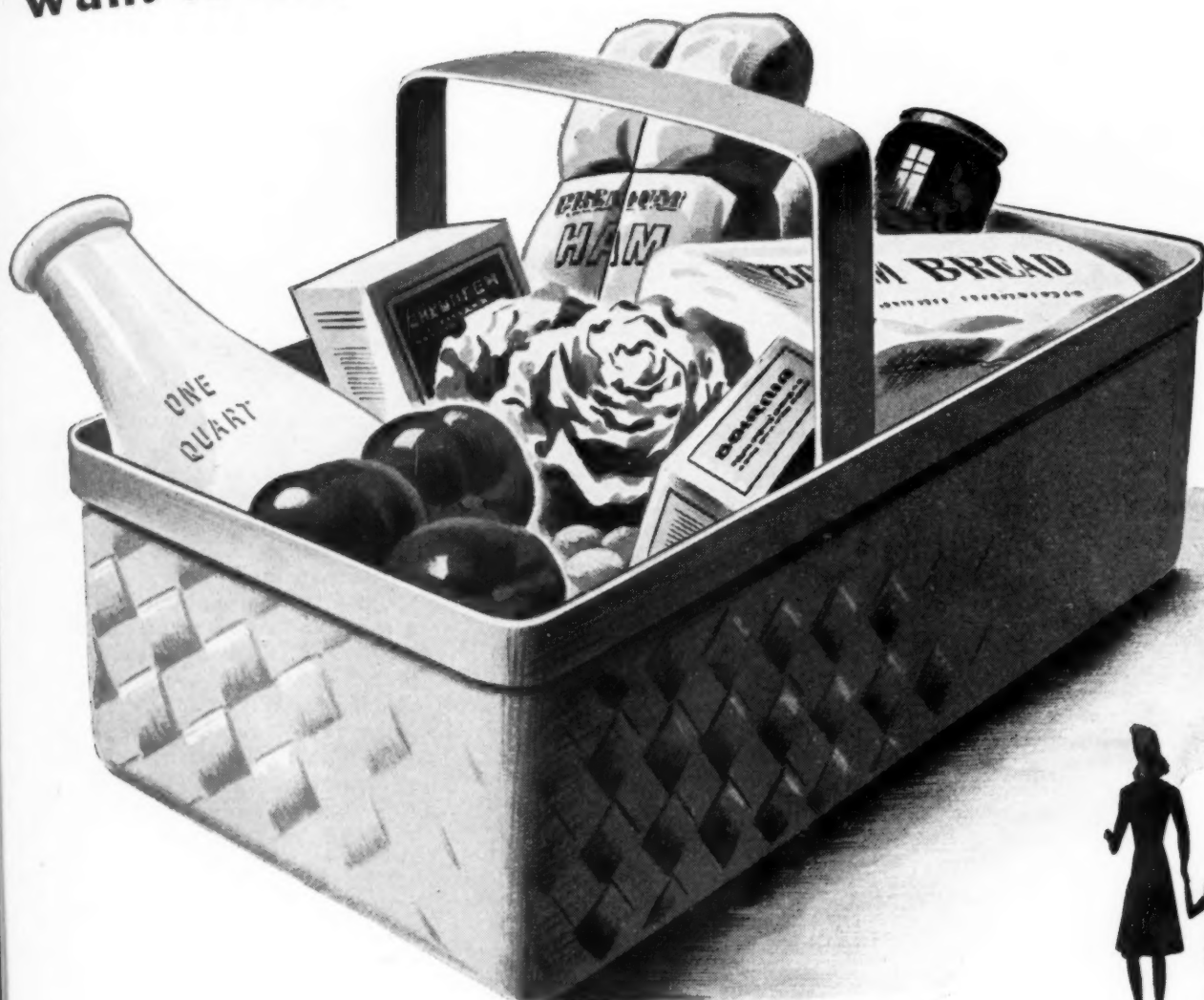
## The Zipper Front

Behind the front of its national advertising, Talon has always done a smart merchandising job. Before the war, when merchandise was plentiful, Talon used to send lists at regular intervals to retail buyers telling specifically to whom to go for garments in all classifications made with Talon Zippers. Then too there were the fashion shows that Talon used to stage for buyers in the New York market, to show them first-hand the garments of the manufacturers who were good Talon customers.

Still more aggressive in its promotional work was *Kover-Zip*, made by *Waldes Koh-i-noor*. Kover-Zip had the advantage of having a point of difference between it and the other makes of zippers. It's a small difference—the fact that Kover-Zip's teeth are cloth covered—but it's enough to be a talking point. However, Kover-Zip did not depend on that alone, but used every trick in the bag of sound sales promotion to increase sales.

The manufacturer who used Kover-Zip on the clothing he made was given all possible promotional support. His

# Want to help fill New England's Market Basket?



**C**OMPACT, 90% urban... New England is adept at selling the products of precision manufacture, and promoting vacationland scenery.

But in the essentials of every-day living, New England is *buyer* rather than seller. From outside sources comes 75% of New England's supply of fruit and cereal, flour and butter, meat and cheese, and other staples. The percentage runs even higher in respect to sugar and spices, cotton and iron and automobiles.

What customers, these six New England States!

And what a salesman you have in WBZ! Its 50,000 watts blanket New England and command armies of loyal listeners from Martha's Vineyard to the Canadian border and, of course, NBC programs make it Metropolitan Boston's top station! With WBZ and WBZA (Springfield) on your schedule, your product gets a favored place in New England's bulging market basket.

For availabilities, consult NBC Spot Sales.



## WESTINGHOUSE RADIO STATIONS Inc

KDKA • WOWO • KEX • KYW • WBZ • WBZA

REPRESENTED NATIONALLY BY NBC SPOT SALES—EXCEPT KEX

KEX REPRESENTED NATIONALLY BY PAUL H. RAYMER CO.

SALES MANAGEMENT



garments were featured in Kover-Zip's advertising. He was given displays and other dealer helps that played up the features of his clothing and emphasized that one very important feature was the use of Kover-Zip.

Still talked about in retail circles are Kover-Zip's handbag promotions. The first of these was organized to get a toe-hold for Kover-Zip in the handbag industry, which at that time was already using important quantities of zippers. To get this toe-hold, Kover-Zip planned a promotion along these lines:

1. A group of high-style handbags were designed and produced in Paris. They all used zippers, and the zipper used in each case was Kover-Zip.
2. The handbags were imported to America. The landed cost of the bags was in the neighborhood of \$50 each.
3. Arrangements were made to duplicate the bags in this country so they could retail for \$2.98 each.
4. The promotion was offered to retailers—"exact duplicates of \$50 imported handbags, which you can sell for \$2.98." With the handbags went complete instructions for staging promotion.

### Zipper Promotion

So successful was the first Kover-Zip handbag promotion that others were organized along the same or similar lines. Not all used Paris imports as the point of comparison; one featured duplicates of the personal bags of the Hollywood stars. The basic idea and the effect of the promotions, however, were similar.

Obviously the handbag manufacturers who were given large orders by Kover-Zip as a result of these promotions became regular users of Kover-Zip on all their bags. And grateful retail buyers *did* do considerable specifying of Kover-Zip on their orders to other manufacturers. The promotions, therefore, had highly successful results. The only fly in the ointment was the Federal Trade Commission, which took the position that many consumers might think they were getting the original Paris bags at the price of the reproductions.

Kover-Zip suspended all its promotional work during the war years, and has only recently resumed its business paper advertising. The idea behind this advertising shows that Kover-Zip has lost none of its fire and push. It is based on surveys made outside leading stores in important cities to determine zipper preferences. In one case women are asked to state which of two identical blouses they prefer. One of the blouses is made with a competing zipper; the other with Kover-Zip. In another, it's identical sweaters with

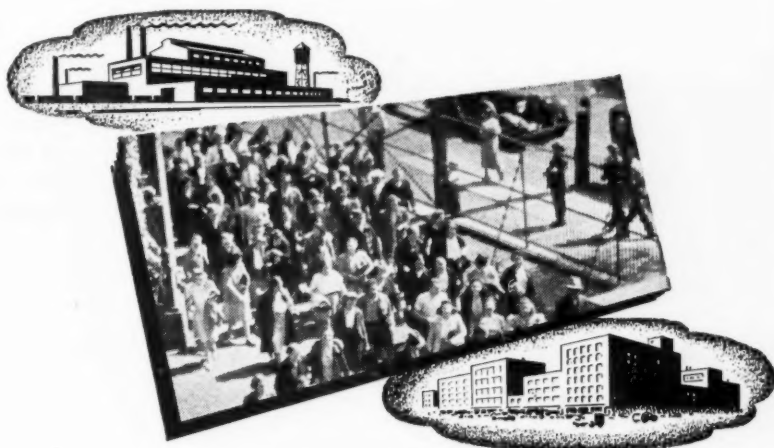
different zippers between which women are asked to choose. Need we add that in each advertisement Kover-Zip is the winner by a substantial margin?

Crown zippers, made by The Spool Cotton Co., are chiefly sold over the notions counter. The proportion of Crown business that is done with manufacturers is very small. Therefore Crown advertising—in such publications as *Life*, *Good Housekeeping* and *The Saturday Evening Post*—is aimed at women who sew. With strong consumer recognition established in this

way, Crown expects to be in an excellent position to sell to manufacturers when they feel the time is ripe for them to do so.

Except for business paper advertising and garment tags, Conmar has done very little promotion so far, but this firm has so many new developments to talk about that it would seem to be inevitable that, as reconversion progresses, Conmar will make important use of consumer advertising.

A product development of the past 10 years is the machine-applied snap fastener, which is used instead of but-



## HELP WANTED

### Lots of It!

#### FACTS...

Manchester alone has a pent-up demand for 4,000 new homes.

Plant expansion, new industries large and small, long term production of badly needed goods and finished products — spell good business.

Truly, an "A" Schedule Market!

Write today for "Manchester . . . Your Test City," a FACT-FUL portfolio.

The State's accepted Metropolitan daily . . . 41,288 A.B.C.

Nearly 5,000 new positions are open right now in a widely diversified group of industries in MANCHESTER ALONE . . . and additional thousands of jobs await skilled labor in new industries throughout New Hampshire. Careful and conservative estimates show a market of wage earners steadily employed for years. This is one of the most easily planned sales markets in the entire country: Assured buying power for all products . . . and the Manchester Union-Leader to HELP you get this market . . . for it Covers the State.

the **MANCHESTER**  
**UNION-LEADER**  
MANCHESTER, NEW HAMPSHIRE



NATIONALLY REPRESENTED BY GEORGE A. MCDEVITT COMPANY



- ✓ NO RECONVERSION
- ✓ GREATER EMPLOYMENT
- ✓ NO LAYOFF OR CUTBACK

*A* TOP producer of women's quality arch-aid shoes, the Menihan Co. faced *no reconversion* at war's end.

EMPLOYMENT of well-paid Menihan craftsmen is now at an *all-time high!* More and more skilled workers will have jobs as output increases!

ONLY 12 other cities equal Rochester's value of industrial production. But *Rochester's per capita value is highest of all!* These skilled, high-wage, finished product workers make more, *spend more* to live better!

GOOD living also prevails throughout the rest of the 655,000 Rochester market of 267 prosperous communities and one of the richest farm areas in the East—all *dominantly* covered by Rochester's two fine newspapers!

Known throughout the nation, these products help give Rochester highest per capita value of manufactured products among all the large cities!



Adler-Rochester Clothes  
Bausch & Lomb Optical Goods  
Beech-Nut Coffee  
Blue Label Ketchup  
Bond Clothes  
Clapp Baby Foods  
Cutler Mail Chutes  
Delco Automatic Heat  
Eastman Kodaks  
Evening in Paris Cosmetics  
Fanny Farmer Candies  
Fashion Park Clothes  
French's Mustard  
General Railway Signals  
Gleason Gear Cutters  
G-M Auto Accessories  
Graflex Cameras  
Hickey-Freeman Clothes  
Hickok Belts and Braces  
Mason & Hamlin Pianos  
Matrix Shoes  
Michaels-Stern Clothes  
Pfaudler Glass-lined Tanks  
Ritter Dentist's Equipment  
Shuron Glasses  
Snider's Catsup  
Stromberg-Carlson Radios  
Superba Cravats  
Taylor Thermometers  
Timely Clothes  
Todd Protectographs  
Women's Arch-Aid Shoes

tons on children's clothing, men's shorts and pajamas, women's house dresses, removable-lining coats, and many similar items. Already, though, snap fasteners have become important promotion-wise.

Scovill Manufacturing Co. introduced Grippers about 1936 with a strong consumer advertising campaign. This advertising has increased steadily, and continued even during the war years when all snap fasteners were off the market entirely. Its success is attested by the fact that the name "Grippers" has become practically a generic term used to describe the machine-applied snap fastener.

### Button Substitute

The sales promotion strategy of Grippers is very similar to that of Talon zippers. When production is normal, lists of Gripper-equipped merchandise are sent regularly to buyers for use as source directories. To be sure of identification, tags are supplied at nominal cost to manufacturers who use Grippers, calling attention to the fact that the garment is made with Gripper fasteners.

On the heels of Scovill's Grippers came *Dot Snappers*, a product of United-Carr Fastener Corp. Dot Snappers also were nationally advertised to consumers until the war stopped their use on civilian garments. During the war years United-Carr maintained an important program of advertising on Dot Snappers in business papers, and is now resuming consumer advertising in a number of national magazines. In addition, United-Carr is currently promoting a new development in this field—a tool which makes it possible to attach Dot Snappers to garments made at home. This was introduced last fall through department stores and chain stores as the Dot Snappers Kit, and is getting considerable promotional attention in its own right.

Rau Fastener Corp., makers of *Klik-its*, have been using business and consumer advertising for many years in the promotion of their product. Klik-its are similar to Grippers and Dot Snappers, and their promotion has been along much the same lines.

The whole field of textile accessories is one that is definitely ready for expanding promotion. Now that the zipper and snap fastener manufacturers are back in production after reconversion, we can look for a sharp increase in their use of advertising and for interesting and original promotional ideas. And sooner or later more of the thread and button manufacturers, too, will find the value in their proper use of modern sales promotion methods.

<b>TIMES-UNION</b> Evening <b>ROCHESTER, N.Y.</b>	<b>DEMOCRAT &amp; CHRONICLE</b> Morning and Sunday Two of 21 Gannett Newspapers Representative—J. P. McKinney & Son Los Angeles Chicago San Francisco New York
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# Buyers of Printing

NATIONAL AND LOCAL

## Should Know What PRINTING PRODUCTS CORPORATION Can Do For Them

Equipment and Organization is **unusual** — Operation is **Day and Night**.  
**Printing Counsel** is given on Economical Production and Proper Quality.  
**Advertising Counsel** is given on Methods, Copy and Illustrations.

### SPECIALISTS IN THE PRINTING OF CATALOGS • PUBLICATIONS

and printing requiring the same kind of equipment and organization to produce, such as Booklets, Price Lists, Flyers, House Organs, Convention Dailies, Proceedings of Conventions, Directories, College and Institutional Year Books, Paper Covered Books, Larger Quantities of Circulars, etc.

**T**HERE is a large volume of the kind of printing Printing Products Corporation is best equipped and organized to produce, so if in doubt, it is best to write or phone what is wanted and information will be promptly given.

Here is complete equipment and organization to handle all or any part of printing orders in which we specialize — from ILLUSTRATIONS and COPY to MAILING.

Printing Products Corporation has system. No orders get lost or side-tracked. **Each order is assigned to an experienced executive who watches and follows the order from receipt of cuts and copy until delivered.**

Business methods and financial standing are the best, which statement is supported by customers, supply houses, credit agencies, First National Bank of Chicago and other banks. **Dun & Bradstreet, Inc., rates Printing Products Corporation and associates over \$1,000,000 highest standing.**

#### PROPER QUALITY

because of up-to-date equipment and best workmen.

#### QUICK DELIVERY

because of automatic machinery and day and night operation.

#### RIGHT PRICE

because of superior facilities and efficient management.

*A printing connection with a large, reliable printing establishment will save much anxiety regarding attentive service, quality and delivery.*

WE ARE STRONG ON OUR SPECIALTIES

# Printing Products Corporation

(THE FORMER ROGERS & HALL COMPANY)

## PRINTER SPECIALISTS

Artists • Engravers • Electrotypers

Telephone Wabash 3380—Local and Long Distance  
POLK AND LA SALLE STREETS, CHICAGO 5, ILLINOIS

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Chairman and  
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Assistant Director of  
Sales

L. C. HOPPE  
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W. E. FREELAND  
Treasurer



*A large, efficient and completely equipped printing plant.  
(The former Rogers & Hall Company plant)*

**New Display Type**  
for all printing orders.

**Clean Linotype,**  
Monotype and Ludlow typesetting.

**All Standard Faces**  
of type and special faces, if desired.

**Good Presswork** —  
one or more colors.

**Facilities for Binding**  
as fast as the presses print.

**Mailing and Delivery**  
service as fast as copies are completed.

*A SAVING is often obtained in shipping or mailing when printing is done in Chicago, the great central market and distributing point.*



# Media & Agency News

## KSTP Radio Reporter Builds Listener Audience

FACED with the reluctance of Minneapolis and St. Paul newspapers to publicize radio shows, Station KSTP is solving its program promotion problem with a fan publication called the *KSTP Radio Reporter*. Within the several months since its founding, it has attained a circulation of more than 100,000 weekly.

The *Reporter* was developed through a tie-up with Western Grocer Co. and their Jack Sprat stores which are scattered throughout the Twin Cities and the remainder of the KSTP coverage area, Sam Levitan, sales promotion manager of KSTP told SALES MANAGEMENT.

It utilizes the reverse side of the Jack Sprat Stores' weekly mailing to housewives. Because it is not a door-to-door throwaway or a counter giveaway, but is actually mailed to housewives, the station's estimate of the *Reporter's* readership is high. And comments received by both the station and Western Grocer Co. from the Jack Sprat stores bear out the validity of this estimate. The Western Grocer Co. officials, themselves, believe that the tie-up greatly enhances the value of their advertising.

*KSTP Radio Reporter* is printed in two editions each week—the first a two-page edition circulating in Minneapolis, St. Paul and nearby surrounding territory; the second a one-page edition reaching out in its rural coverage area. Page one of the two-page edition and the single page of the other are the same.

Problems galore have confronted KSTP in the publication of the *Radio Reporter* because of the station's policy regarding its contents. With the issues of the papers dated Saturday of each week, the station attempts to restrict that page which runs through the complete circulation of both editions to news of programs heard on KSTP following the Saturday date. If possible, no "time copy" is used on that page.

### Tell Tune-In Time

This policy is based on the belief that radio program promotion best succeeds in its efforts to woo new listeners when it provides specific information about a show, thus motivating tune-in at a given time. For instance, the station feels that a person not now listening to "Duffy's Tavern" might

be impelled to tune in upon learning that a favorite performer was to guest on the show on a certain night and that the program, itself, then will succeed in selling the listener on becoming a regular fan.

Since the readers of the *KSTP Radio Reporter* have no other source for such radio news—and in view of the fact that newspaper surveys continue to reveal the high readership of radio information—the station is counting on this factor to maintain excellent readership of the publication.

With this policy uppermost, the dual-edition set-up posed mechanical problems which, at first, appeared to make it next to impossible to carry out the policy. The single-page edition is printed in Marshalltown, Ia., and imposes a deadline of at least three weeks on the station.

### Last Minute News

Since little radio news normally is sent out this far in advance, and because knowledge of guest appearances, for instance, is the type of up-to-the-minute information that the *Radio Reporter* publishes, several trips to New York City and Chicago were necessary to get the ball rolling. Now, the press departments of NBC, agency publicists and their external publicity organizations are all cooperating to provide KSTP with a steady flow of news concerning their programs. NBC, for example, sends the station special advance listings of musical programs, guest stars and special events. And all concerned by now have got the habit of wiring KSTP last-minute information to meet the tough deadline.

Most of this "Urgent-Rush!" activity is pointed toward the page of the *Radio Reporter* which runs through the entire 100,000 weekly circulation. An average of 14 stories and six pictures is maintained on that page. Of the total copy, more than 75% of it to date has been news of specific happenings on programs to be heard during the week following publication. Another feature of the page is a gossip column about radio personalities and programs dubbed the "1500 Club." The pages are 17 inches by five columns.

Releases reaching the station too late for inclusion on the big-run page are carried in the two-page edition, along with pictures, features and location dates for such traveling shows as the KSTP Barn Dance and its Main Street, Minnesota program.

In addition to its audience-promotion value, the publication figures prominently in KSTP's sales promotion and merchandising set-up, giving the station the chance to promote local, spot or network shows at will. Products are not mentioned in the *Radio Reporter*, the emphasis being placed strictly on program information from the listener standpoint.

A second entry into the publication field, this one with aims differing from those of the *Radio Reporter*, is due to be announced soon by KSTP.

### Radio

Charles R. Denny, Jr., has been designated acting chairman of the Federal Communications Commission, replacing Paul Porter who now heads OPA. Mr. Porter, who succeeds Chester A. Bowles, has arranged with President Truman for the FCC job to be held open for him—should OPA not be extended beyond the June 30 limit fixed by existing legislation. Meantime Mr. Denny, who has been a member of FCC, will carry on work on the commission's agenda.

\* \* \*

Present subscription membership of Broadcast Measurement Bureau has been reported to be 636 radio stations. Also, according to Hugh Feltis, BMB president, ballots are going out this month. Audience measurements will be published, not only for every county in the United States, but also for every city in which a station is located, every city of 50,000 population or more in metropolitan areas and every city of 10,000 population or more elsewhere.

\* \* \*

Station WFIL in Philadelphia has been presented the annual award given by the National Conference of Christians and Jews to the station deemed to have accomplished the most during the year in promoting inter-racial tolerance. The program instrumental in winning the award is titled "Within Our Gates" and is written and produced by John Scheuer, production director of WFIL. Each Sunday at 11 A. M. it dramatizes the life of an outstanding character who has advocated and actively promoted the cause of tolerance and good-will.



CARL DOZER is WCAE sales manager

SALES MANAGEMENT

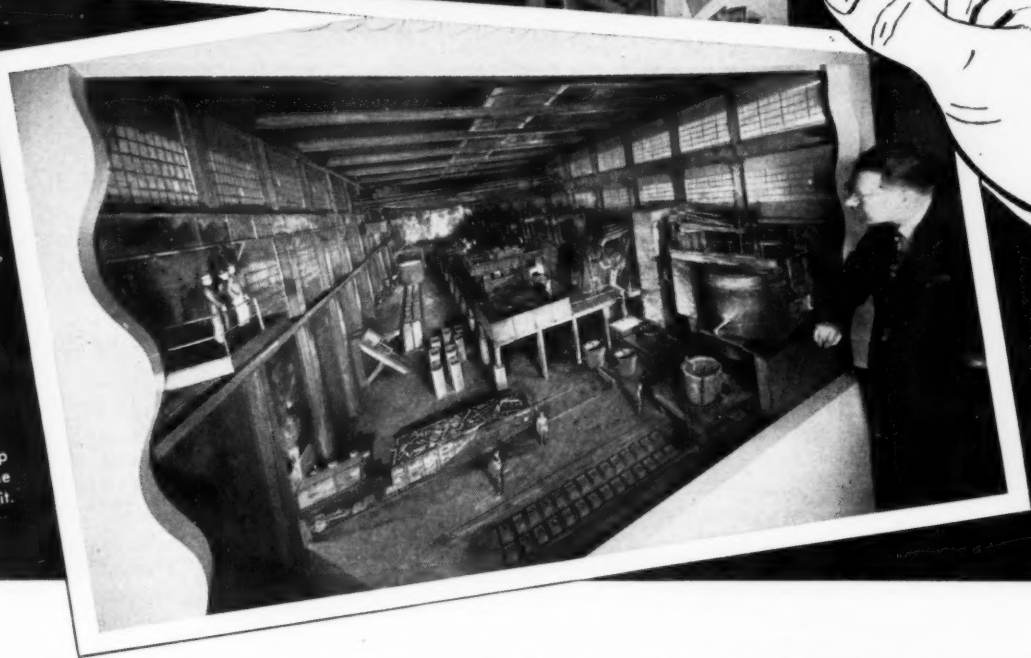
# DIORAMAS IN ACTION... *get attention*

10,187

Clocked attendance at the Allegheny Ludlum Steel Corporation Exhibit, Metal Show, Cleveland, February 4 to 8, out of a total registered attendance of 50,000.



CLOSEUP  
of Electric Melting Shop  
Diorama which was the  
feature of the Exhibit.



There's something about a miniature operating model that's irresistible... and this animated diorama of Allegheny Ludlum Steel Corporation's Electric Melting Shop is an excellent example.

It was used in their exhibit at the Metal Show in Cleveland, February 4 to 8, and demonstrated, with action, the complete electric melting process in the production of electrically made steels... the model was synchronized with sound to explain the action as it took place... and it represented a faithful reproduction of the actual plant.

A constant audience was attracted to this exhibit to be "info-tained" (informed-entertained)... and Allegheny Ludlum was provided an excellent opportunity to tell its story and show many product samples to the right people.

Another example of attention-getting, sales-promoting display ability by Gardner.

## Gardner

DISPLAYS

477 Melwood Street

Pittsburgh 13, Pa. • Mayflower 9443

516 Fifth Ave., New York 18, N. Y.—Vanderbilt 6-2622

185 N. Wabash Avenue, Chicago 1, Ill.—Andover 2776

810 Book Tower Bldg., Detroit 26, Mich.—Randolph 3557

MARCH 1, 1946

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The Western Division of the National Broadcasting Co., Inc., located in Hollywood, has announced further expansion, including two new studios, each seating 340 and functioning with the latest post-war RCA equipment. The \$630,000-addition has been necessitated by an increase of major network programs and of western business. Today NBC Hollywood originates 30 transcontinental shows, a 25% increase over two years ago, while regional billing is at an all-time high—124% greater than before the war.

## Magazines

The Fawcett Aviation Award was presented last month by Capt. Eddie Rickenbacker, president and general manager of Eastern Airlines, to Fred E. Weick, vice-president of the Engineering and Research Corp. *Mechanix Illustrated Magazine*, Fawcett Publications, Inc., sponsored this third annual award which is given to "the person doing the most for aviation during the past year." Mr. Weick received the \$1,000 honorarium and Fawcett Trophy on the Columbia network program, "We, The People" for having

developed in 1945 a spinproof, stall-proof, all-safety dual-control plane. The board of judges comprised, besides Capt. Rickenbacker, William R. Enyart, head of the National Aeronautics Association; Major Al Williams, consultant to the Army Air Forces; Casey Jones, flying expert; W. H. Fawcett, Jr.; and Robert Hertzberg, executive editor of *Mechanix Illustrated Magazine*. In addition to the first award, five honor awards for significant contributions to the future of aviation were made.

\* \* \*

"The Story of Selling—Yesterday, Today and Tomorrow" is the title of a new study published by the Crowell-Collier Publishing Co. As a contribution to business information, important changes in marketing processes during the last century and a half are outlined and a concluding section analyzes current major trends and their significance for the future. The book, popularly written and attractively bound and illustrated, will be circulated to business leaders, members of Congress, department heads in Washington, state governors, and schools and colleges. The edition includes 25,000 copies.

\* \* \*

*Deb* is the new magazine to be published by the Bilbara Publishing Co. W. M. Cotton has announced that it will be aimed at girls in the 17 to 22 age group, and that the editors feel that it will attract readers somewhat below and above this range. It is to be a service magazine, including household information as well as fashion and entertainment news. The first issue of *Deb*, datelined May, will reach the newsstands around April 5.

\* \* \*

*Ambos Mundos*, a Spanish term meaning "Both Worlds," is the name as well as the policy of a new publication recently announced by Leon Green, officer and director of the newly established *Ambos Mundos* Publications, Inc. Of special interest to export advertisers in this country, the magazine is intended to be a two-way communication between the European and the American, the South American and the North American.

\* \* \*

The Tele-Pix Publishing Co. has announced that its new monthly magazine, *Tele-Pix*, "The Picture Magazine of Television," will appear May 1. Designed for popular reading, the publication is intended for liaison duty between the industry and the public. Capper Publications, Inc., has named Fred W. Kroeck eastern manager of *Household Magazine*, Kenneth H. Constant eastern manager of the *Capper Farm Papers*, and Fred W. Jam-

SALES MANAGEMENT

Make  
your  
ad  
a  
stopper



less than  
...for \$1 a year

Your advertising on an eye-catching Telechron electric clock gets attention 24 hours a day. And does it for less than \$1 a year. It's as fresh and bright after years of service as the day it was installed.

People look for your message on a Telechron illuminated dial clock. The large white dial gives high visibility with maximum space for your advertising. Continuous motion adds arresting novelty to the revolving rim models. Both types come in a variety of dial patterns and colors. They're available for 110, 115 and 125 volt operation and all commercial frequencies.

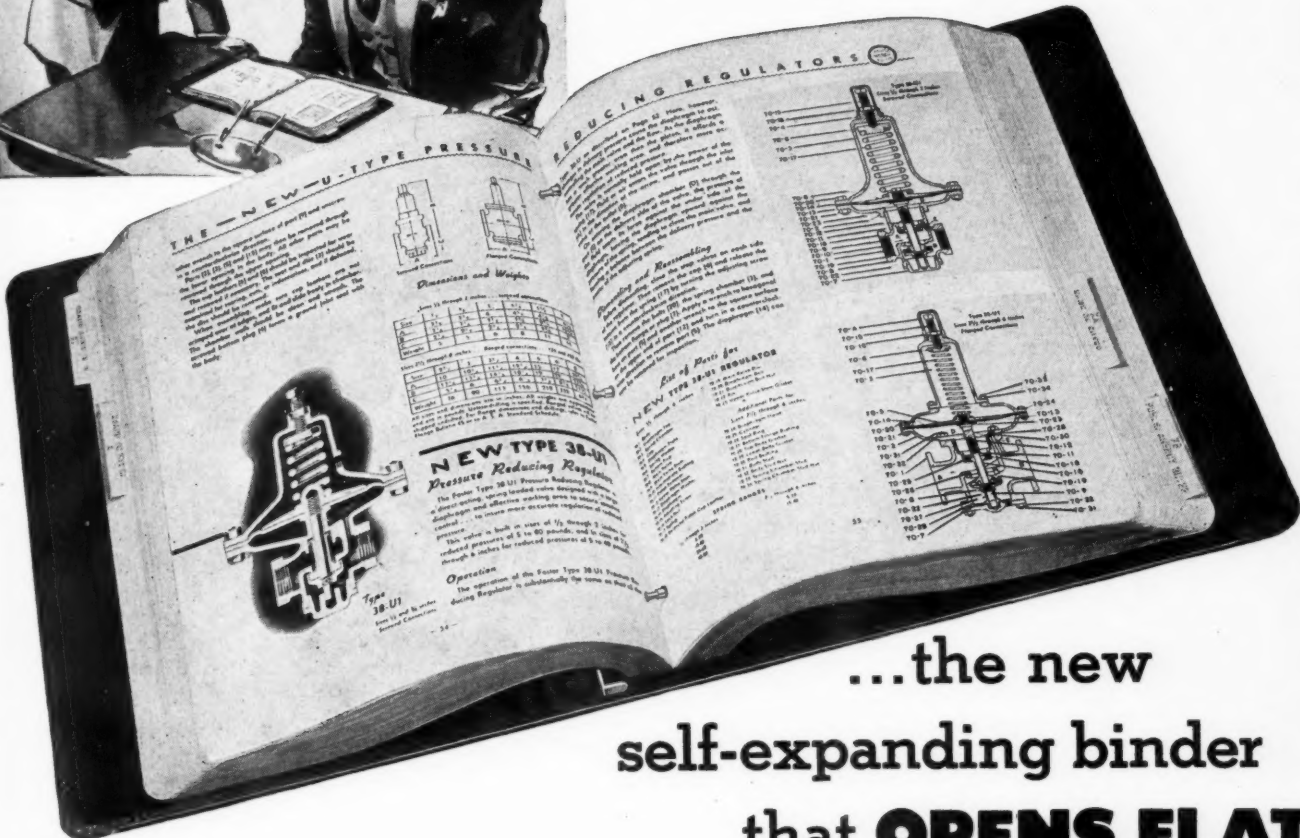
Precision building and Telechron's exclusive sealed-in lubrication system assure years of accurate time with almost no maintenance cost. For full details, write or wire Special Clock Division, Warren Telechron Company, Ashland, Massachusetts.

Prices and specifications subject to change without notice





# Expect **MORE** sales with **LEV-L-LOK!**



...the new  
self-expanding binder  
that **OPENS FLAT!**

**NOT THIS**

**BUT THIS**

✓ **STAYS OPEN**  
**WITHOUT HOLDING**  
✓ **TAKES RING BINDER**  
**SHEETS**

Here's a handsome new Remington Rand binder specially designed to help put sales presentations across with maximum effectiveness.

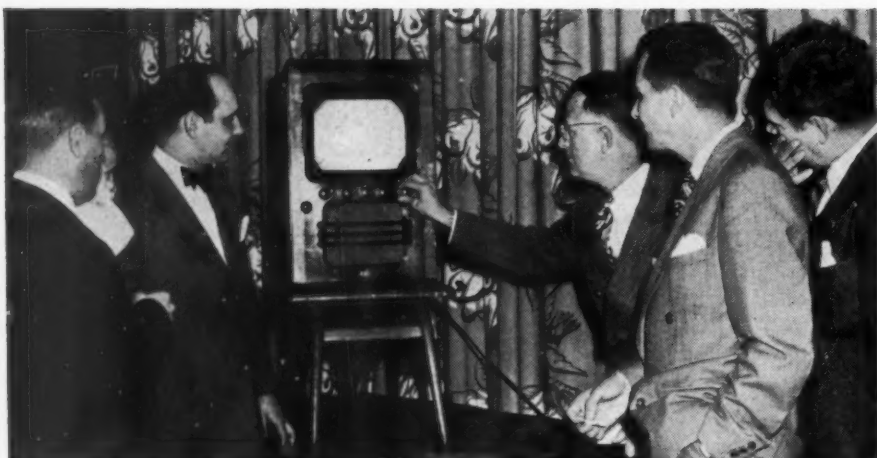
Lev-L-Lok has all the flat-opening convenience of a ring binder—plus expansibility that permits it to grow as needed. Open it at any page—the back expands and the binder stays open—*wide open*—displaying all contents for easy one-hand reference by salesman or customer.

Telescoping posts are spaced for standard three-ring punched sheets.

"Full-view" locking mechanism with trigger pull provides fast, easy sheet-changing. Catalog pages, product displays, price and data sheets are held secure and neat in this strong, light-weight, long-lasting cover—and its economy appeals to good judgment. Available in stiff or flexible binding materials.

Ask our nearest Branch Office about Lev-L-Lok and other new developments to meet your catalog needs. Or write to us for descriptive literature.

SYSTEMS DIVISION  
**Remington Rand**  
315 Fourth Avenue, New York 10, N. Y.



FIRST TELECAST BY W3XWT, new DuMont station, Washington, D. C., is dialed in by J. R. Popple, president, Television Broadcasters' Association, vice-president Bamberger Broadcasting System, as Herbert B. Taylor (at left of set), Transmitter Sales Department, Allen B. DuMont Laboratories, Inc., and Matt Meyer (right foreground), Washington Daily News and president, Advertising Club of Washington, look on.

eson Pacific Coast manager. . . . William Cunningham has been appointed eastern advertising manager of *McCall's Magazine*. . . . Jim Bishop has been named executive editor of *Liberty Magazine*.



William Cunningham eastern advertising manager of *McCall's*.

### Newspapers

The Convention Committee of the National Newspaper Promotion Association, scheduled for April 22, 23, 24, in New York City, has been announced by NNPA president Russell L. Simmons of *The Cleveland Press*. Members of the committee are: Convention chairman, Lawrence W. Merahn, *The New York Sun*; Edgar S. Bayol, *The Washington Evening Star*; Elbridge B. Foskett, *The New York Post*; M. G. Barker, *The Chicago Times*; Jacques A. Caldwell, *The New York World Telegram*.

\* \* \*

Raoul Blumberg has returned from the Army to his former position as

promotion manager of *The Washington Post*. . . . Ivan Veit, recently a Navy lieutenant, has again taken up his duties as director of research and promotion for *The New York Times*. . . . H. A. Calahan has been appointed extension director of *The New York Mirror*. . . . Harold G. Garrett has been named manager of research of the *New York News*. . . . Pierre Martineau has joined the *Chicago Tribune* advertising staff. . . . Howard J. Lamade and Ralph R. Cranmer have been promoted to vice-president and secretary and to business manager respectively of Grit Publishing Co. . . . Joe Ryan has been given charge of all radio promotion for *The Des Moines Register and Tribune*.

### Television

Paul B. Mowrey, national director of television of the American Broadcasting Co., Inc., recently discounted the challenge of video to the motion picture industry. The ABC television head, during a press conference in Hollywood, said he felt that the new medium would help, rather than hurt, motion pictures.

Television is an advertising medium supplying entertainment and does not emphasize plot, story and star as does the lengthier film. Also, Mr. Mowrey called attention to the opportunity for picture people to exploit forthcoming productions through sight, sound and motion by the "gimmick" of five-minute trailers.

As far as ABC policy was concerned, he said that it was to pay half the production costs and limit sponsors' contracts to four weeks in order to give client and network alike the opportunity to experiment and improve production techniques.

The principal promotion value of television today, Mr. Mowrey said, was due to the fact that anything and every thing that happens in the industry is news.

\* \* \*

Television production facilities and equipment are now included in the plans for a new half-million-dollar studio to be built in Yonkers, N. Y., by the Associated Filmmakers, Inc., according to Stanley Neal, president.

# KNOXVILLE TENN.

# 3<sup>rd</sup>

BEST CITY IN THE NATION  
ACCORDING TO THE SALES  
MANAGEMENT FEB. INDEX

# WROL

NBC FOR EAST TENNESSEE  
620 KC

JOHN BLAIR & CO., REPRESENTATIVES

### DO YOU WANT A HOUSE IN NEW YORK?

I'm being transferred from New York to Chicago. I have a fine 7-room white Colonial in suburban New York. If you have about the same in suburban Chicago, let's get together and work out something. Address J.R.D.—c/o Sales Management, 386 Fourth Ave., New York 16, N. Y.

SALES MANAGEMENT

# Announcing

*The Publication of*

## SOUTHERN BUILDING SUPPLIES

SERVING THE DEALERS IN LUMBER AND BUILDING MATERIALS IN 18 SOUTHERN AND SOUTHWESTERN STATES

*First Issue—April*  
*7500 Copies Guaranteed*

**MAKE SPACE RESERVATIONS NOW**  
**Further Details Furnished on Request**



The South's demand for new and improved homes is more than a pent-up war-time need. In addition to a great influx of new people from other sections, the South's housing problems go back to shortages and needed repairs of prewar years. Now, with greater incomes and savings than ever before, the South is ready and waiting to build and modernize. SOUTHERN BUILDING SUPPLIES offers complete coverage of the South's lumber and building materials market — selling the trade that will sell your products.



### *Representatives*

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189 W. Madison St., Room 1401  
Graceland 6266—Franklin 2086

#### CLEVELAND

Paul A. Cain  
206 Auditorium Bldg.  
Cherry 7352

#### CHARLOTTE, N. C.

W. A. McGee  
P. O. Box 562  
3-4932

#### WELLESLEY HILLS, MASS.

A. C. Shaw  
11 Monroe Road  
Wellesley 3648

#### PHILADELPHIA

L. R. McCarty  
325 Winding Way  
Merion Station, Pa.  
Merion 1066

#### DALLAS

Baron Creager  
Liberty Bank Bldg.

#### LOS ANGELES

L. B. Chappell  
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427 W. 5th St.  
Tucker 8363

### *Published by*

**W. R. C. SMITH PUBLISHING COMPANY**  
**GRANT BUILDING • ATLANTA 3, GEORGIA**

*Publishers of the South's leading business and industrial journals*

COTTON      SOUTHERN AUTOMOTIVE JOURNAL      SOUTHERN HARDWARE  
ELECTRICAL SOUTH      SOUTHERN POWER & INDUSTRY      SOUTHERN BUILDING SUPPLIES



## CREATIVE WRITER

National company located in New York offers exceptional opportunity to a top-flight, experienced, creative writer of sales training material. This assignment includes the preparation of slide-film and motion picture scripts—printed sales meeting guides—as well as the development of new ideas and new methods of presentation. Replies should give complete details of education, past experience and earnings, and salary desired. Box 2270, Sales Management, 386 Fourth Ave., New York 16, N. Y.

## SALES MANAGER

Manufacturer of a line of packaged foods operating now in 11 Western states wants sales manager to take charge of going organization of 4 district managers and 60 salesmen covering grocery trade. Should have successful record as district or divisional sales manager of products marketed through grocery stores. Prefer age 35 to 42.

There is an unlimited future for such a man and salary in keeping with ability with a long established and growing company with strong financial position and aggressive advertising.

Write giving business and personal history. Enclose snapshot. Your reply will be treated confidentially.

Our sales organization has been notified of this ad.

- Address Box 2255, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

## FOOD SALES EXECUTIVE AVAILABLE

Now associated in Executive capacity with leading manufacturer and distributor of nationally advertised food products sold through wholesale and retail channels. Interested in a similar connection preferably on West Coast requiring top flight merchandising and sales direction. Box 2271, Sales Management, 386 Fourth Ave., New York 16, N. Y.

## SALES TRAINING EXECUTIVE WANTED

Manufacturer nationally known major household appliances seeks experienced merchandising executive to create and supervise production of sales training material. Must have experience with sound slide films, training manuals, etc. State experience, present connection, salary expected. Box 2272, SALES MANAGEMENT, 386 Fourth Ave., New York 16, N. Y.

The additional equipment and studio space brings another entry into the television field, and will comprise the largest video production unit outside of Hollywood. Large stages, planned originally for motion picture making, will be used, and future plans call for a television transmitter.

## Agencies

Formation of the Kelly and Lamb Advertising Agency by Paul Ahern Kelly and Gladys Johnson Lamb has been announced; also, that its headquarters are in the Hartman Theater Building, Columbus, Ohio. Mr. Kelly has been in agency work in Columbus for the past six years. Mrs. Lamb has been advertising manager of the *Hill-top Record* since 1942. . . . Another new agency, Gerald Lesser, Inc., with offices in the Empire State Building, New York City, has been opened.

The 28th annual meeting of the American Association of Advertising Agencies will be held on April 10 and 11 at the Hotel Waldorf-Astoria in New York City, it has been announced.

"In view of the special importance of this first post-war national convention of the A. A. A., the Operations Committee is acting as Program Committee for the meeting," association president Frederic R. Gamble has announced.

Headed by Richard Compton, president of Compton Advertising, Inc., and chairman of the board of directors of the association, the committee will be assisted by members John L. Anderson, McCann-Erickson, Inc.; Emer-

son Foote, Foote, Cone & Belding; Sigurd S. Larmon, Young & Rubicam, Inc.; Henry M. Stevens, J. Walter Thompson Co.; and Leo Burnett, Leo Burnett Co., Inc.

\* \* \*

Benton & Bowles, Inc., announces the return from service of the following: Bronson Tweedy to the Media Department, Esty Stowell to be agency executive for the Maxwell House Coffee account, and Gilbert Stender as agency executive on the Can Manufacturers Institute account. . . . Gene Davis has been elected vice-president in charge of art by LaRoche & Ellis, Inc., while Crane Haussamen has been appointed vice-president in charge of copy of this agency. . . . John L. McQuigg has returned to his duties as vice-president at Geyer, Cornell & Newell, Inc.

Kenyon & Eckhardt, Inc., has announced the return from service of David J. Gillespie, space buyer, and of Roger Griswold, account manager. Also Draper Daniels has joined this agency as copy group head. Clement W. MacKay has been elected president of Kenyon Research Corp., a subsidiary of Kenyon & Eckhardt, Inc. . . . Harry J. Campbell has joined Abbott Kimball Co., Inc., as an executive in the New Business Department. . . . Federal Advertising Agency has named Herbert A. Morse manager of its Sales Promotion Department. . . . Marshall Hurt has joined the executive staff of the Bauerlein Advertising Agency, New Orleans, La. . . . Stuart D. Cowan, Jr., has returned to Cowan & Dengler, Inc., as a director of the agency.

## TOP SALES AND ADVERTISING EXECUTIVE SEEKS RARE OPPORTUNITY

Write for the unique autobiography of this man's 25 year record directing sales campaigns for three major national firms

Here is an executive with the proven ability to successfully direct a nationwide sales and advertising campaign. His unusual background of experience covers every phase of national marketing.

This executive is looking for a rare opportunity with a manufacturer or advertising agency where his capabilities will pay real dividends for his employer and himself.

Specializing in the promotion of new ideas, new services and quality products, his achievements include hundreds of carefully planned selling campaigns in the food, beverage, petroleum, container and building material fields.

Only three jobs in 25 years. First as advertising manager in charge of campaigns spending more than a million dollars annually. Second, as director of sales development with a yearly sales volume in excess of 150 million dollars. Finally, as a director of sales for a specialty company expanding to sell on a nationwide basis. Present earnings \$17,000. This outstanding sales executive will consider any real opportunity, but he prefers one with an incentive basis or which warrants an investment in the business.

A unique autobiography with convincing evidence of this man's capabilities will be sent on request.

Write Box 2275, Sales Management  
386 Fourth Avenue, New York 16, N. Y.

# Cincinnati pays off Fred Vinson ...and how



Cincinnati is one of the nation's 15 leading industrial areas; leads the world in the production of soap; is the machine tool center of the world and the bituminous coal center of the nation.



Cincinnati's tax paying record is triple A1 . . . not excelled even by many cities of larger size. Latest available figures show that over 295,000 taxpayers in the ABC Cincinnati City Zone paid into the U.S. Treasury for the year ending June 30, 1944, the record-breaking total of more than \$125,000,000 in individual income and withholding taxes. In the eight War Loan Drives Hamilton County (Cincinnati) purchased in excess of \$1,440,000,000 worth; ranking among the top industrial areas of the nation with an achievement of 176% of quota. Cincinnati's record of 40% home ownership indicates its high degree of population stability . . . 93% of Cincinnati workers were gainfully employed prior to Pearl Harbor. Stability and ability to buy are essential to advertising success. These two important attributes of a superior market have always been and continue to be characteristic of Cincinnati. Cincinnati is a must if your advertising must produce results.

HULBERT TAFT, President  
and Editor-in-Chief

#### TIMES-STAR ADVERTISING OFFICES:

NEW YORK 17, N.Y.  
60 East 42nd Street  
Albert H. Parker, Mgr.

CHICAGO 1, ILLINOIS  
333 North Michigan Ave.  
Fred D. Burns, Mgr.

WEST COAST REPRESENTATIVE:  
John E. Lutz, Chicago 11  
435 North Michigan Ave.

## CINCINNATI TIMES-STAR

### First ★

... IN ADVERTISING  
AND DAILY CIRCULATION

Owners and operators of Radio Station WKRC

MARCH 1, 1946

[133]

# Sales Management High-Spot Cities

## Retail Sales and Services Forecast for March, 1946

Despite reconversion unemployment and the wave of strikes, the volume of retail sales and services has continued to climb upwards, and as pointed out in the Significant Trends Department of this issue, the percentage gains in the strike cities were as great as in other cities and there has been no appreciable increase in the redemption of Series E Bonds.

The estimated March total value of retail sales and services is \$6,850,000,000 which is an increase of \$380 million over the same month of last year. As compared with the March 1939 month, used as a base in our forecasts, the gain is 76.2%.

The upward surge experienced in the war production and military centers was so extreme that those cities continue to lead the list in the "city index" column. The 15 leaders are as follows: Wichita, Kan., 345.7; San Diego, Calif., 340.2; Honolulu, Hawaii, 310.2; Portsmouth, Va., 287.6; Knoxville, Tenn., 287.3; Oakland, Calif., 279.7; San Jose, Calif., 265.0; Topeka, Kan., 259.3; Tacoma, Wash., 253.3; Chester, Pa., 245.0; Akron, O., 234.3; Seattle, Wash., 233.4; Miami, Fla., 231.5; Mobile, Ala., 230.3; Evansville, Ind., 229.2.



SALES MANAGEMENT's Research and Statistical Department has maintained for several years a running chart of the business progress of approximately 200 of the leading market centers of the country. Some important cities are omitted because month-to-month data on their bank debits are not available. These bank debits reflect 95% of all commercial activities, are the most reliable indicators of economic trends, and are used as a basic factor in SM's estimating.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales as defined by the Bureau of the

Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given, the first called, "City Index." This shows the ratio between the sales volume for this year's month and the comparable 1939 month. A figure of 175.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 75% over the similar

1939 month. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizable gain over its own past, but the rate of gain may be less than that of the Nation. All figures in the second column above 100, indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the Nation. The third column, "\$ Millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index of dollar figures is the general ranking of the city, either as to percentage gain or the total size of the market as compared with other cities.

In studying these tables three primary points should be kept in mind.

1. *How does the city stand in relation to its 1939 month?* If the "City Index" is above 100, it is doing more business than in 1939. This is true currently of all 200 cities.

2. *How does the city stand in relation to the Nation?* If the "City National Index" is above 100, it means that the city's retail activity is more favorable than that of the Nation as a whole.

3. *How big a market is it?* The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-size cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

(These exclusive estimates of retail sales and services are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from Sales Management, Inc.)

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1939 which equals or exceeds the national change.

### RETAIL SALES AND SERVICES (SM Forecast for March, 1946)

	City Index	Nat'l Index	\$ Millions
UNITED STATES	176.2	100.0	\$6850.00
Alabama			
★ Mobile . . . . .	230.3	130.7	8.50
★ Birmingham . . . . .	184.2	104.5	22.25
Montgomery . . . . .	144.0	81.7	5.00

(Continued on page 136)

SALES MANAGEMENT

### Suggested Uses for This Index

- Special advertising and promotion drives in spot cities.
- A guide for your branch and district managers.
- Revising sales quotas.
- Basis of letters for stimulating salesmen and forestalling their alibis.
- Checking actual performance against potentials.
- Determining where post-war drives should be localized.

### As a special service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of Retail Sales and Services volumes and percentages for approximately 200 cities. The price is \$1.00 per year.



# HERE'S WHY *Hempstead Town* SHOULD BE ON YOUR LIST OF CITIES OF 250,000 TO 500,000 POPULATION

## 250,000 to 500,000

(25 cities)

New Orleans, La.	494,537
Minneapolis, Minn.	492,370
Cincinnati, Ohio	455,610
Newark, N. J.	429,760
Seattle, Wash. (spec. con.)	406,761
Kansas City, Mo.	309,178
Macy-Westchester Group	391,000
(Yonkers, N. Y., 145,568; Mt. Vernon, N. Y., 87,382; New Rochelle, N. Y., 58,408; White Plains, N. Y., 40,527; Port Chester, N. Y., 23,073; Tarrytown, N. Y., 15,678; Ossining, N. Y., 13,209; Mamaroneck, N. Y., 13,034; Peekskill, N. Y., 17,311.)	
Indianapolis, Ind.	386,972
Houston, Tex.	384,514
Portland, Ore. (spec. con.)	359,168
Oakland, Calif. (spec. con.)	345,345
Rochester, N. Y.	324,975
Denver, Colo.	322,412
Louisville, Ky.	319,077
Columbus, Ohio	306,087
Atlanta, Ga.	302,288
Jersey City, N. J.	301,173
Dallas, Tex.	294,731
Memphis, Tenn.	292,942
St. Paul, Minn.	287,736
San Diego, Calif. (spec. con.)	286,050
Toledo, Ohio	282,349
Birmingham, Ala.	267,583

Hempstead Town, N. Y. .... 259,318

San Antonio, Tex. .... 253,504  
Providence, R. I. .... 253,504

See Page 7, March  
Standard Rate & Data

Among the cities listed, Hempstead Town ranks 24th in population, but

10th in Income Per Capita

16th in Total Income

23rd Retail Sales

10th in Food Sales

22nd in Drug Sales

4th in Lumber, Bldg., Hdwe., Sales

and has the highest per capita income and retail sales in N. Y. State.

(Income, Retail Sales data from Sales Management 1945 Survey of Buying Power)

The Nassau Daily Review-Star, local newspaper of 40,000 families, is the only newspaper concentrating its circulation (90%) in Hempstead Town

**Nassau Daily Review-Star**  
LONG ISLAND'S GREATEST NEWSPAPER

Published daily, except Sunday—4c a copy

HEMPSTEAD TOWN, LONG ISLAND, N. Y.

Executive Offices: ROCKVILLE CENTRE, N. Y.

National Representatives: LORENZEN & THOMPSON, Inc.

New York, Chicago, St. Louis, San Francisco, Los Angeles, Detroit, Cincinnati, Kansas City, Atlanta

MARCH 1, 1946

[135]

## The ONE Combination that clicks in Wichita... Richest Market in America

Sales Management forecasts retail sales of 352.6 percent for February 1946 over February 1939. This richest market is covered thoroughly by The Wichita Eagle, Morning, Evening and Sunday, now delivered to over 5200 more homes than any other newspaper.

Concentrated circulation is the most dominant factor in producing sales results. That is why The Eagle has concentrated its circulation efforts where the advertiser will obtain greater results at less cost. If you have something to sell The Eagle alone can do the job in Wichita and the ABC Trading Zone.

### WICHITA EAGLE Morning-Evening-Sunday WICHITA, KANSAS

Represented By  
O'MARA & ORMSBEE, INC.

## A 7-COURSE BANQUET every morning



What a feast we serve  
the Buffalo market  
every morning!

And, now, to top it off,  
we've added  
the world-famous **Reuters  
Foreign News Service**—  
with 2000 correspondents  
and a 100-year career  
of news scoops

With AP—UP—INS\*—  
ChicagoTribune\*—NewYork  
Times\*—Reuters\*—and  
brilliant local coverage

**the Courier-Express  
Delivers the Goods!**

\*AND these are exclusive!

**Buffalo  
Courier-Express**  
BUFFALO'S ONLY  
MORNING & SUNDAY NEWSPAPER

## Sales Management High-Spot Cities

(Continued from page 134)

### RETAIL SALES AND SERVICES (SM Forecast for March, 1946)

	City Index	Nat'l Index	\$ Millions
<b>Arizona</b>			
★ Tucson .....	228.8	129.9	5.54
★ Phoenix .....	210.5	119.5	9.52
<b>Arkansas</b>			
Fort Smith ...	176.1	99.9	4.25
Little Rock ...	171.3	97.2	10.39
<b>California</b>			
★ San Diego ....	340.2	193.1	22.75
★ Oakland .....	279.7	158.7	41.24
★ San Jose .....	265.0	150.4	9.29
★ Long Beach ..	212.0	120.3	21.35
★ Stockton .....	208.7	118.4	3.05
★ Fresno .....	203.3	115.4	8.89
★ Los Angeles ..	202.1	114.7	137.50
★ Berkeley .....	201.5	114.4	6.40
★ San Bernardino.	201.1	114.1	4.78
★ Pasadena .....	181.2	102.8	8.77
San Francisco ..	172.5	97.9	50.50
Santa Ana ....	158.6	90.0	4.30
Santa Barbara ..	150.2	85.2	6.11
Sacramento ...	135.3	76.8	9.18
<b>Colorado</b>			
★ Denver .....	176.8	100.3	30.50
★ Colorado Springs	176.5	100.2	3.75
Pueblo .....	171.5	97.3	32.22
<b>Connecticut</b>			
Hartford .....	165.5	93.9	19.08
Bridgeport ....	156.0	88.5	14.56
Waterbury .....	154.5	87.7	7.61
Stamford .....	153.1	86.9	5.80
New Haven ...	148.8	84.4	14.77
<b>Delaware</b>			
Wilmington ..	157.0	89.1	14.23
<b>District of Columbia</b>			
Washington ...	166.3	93.9	79.20
<b>Florida</b>			
★ Miami .....	231.5	131.4	26.97
★ Tampa .....	225.7	128.1	7.82
★ Jacksonville ...	186.9	106.1	10.00
<b>Georgia</b>			
★ Savannah .....	224.6	127.5	6.92
★ Macon .....	216.5	122.9	5.00
★ Columbus .....	204.0	115.8	4.16
★ Atlanta .....	193.4	109.8	35.00
Albany .....	168.3	95.5	6.80
Augusta .....	154.7	87.8	4.65
<b>Hawaii</b>			
★ Honolulu .....	310.2	176.0	39.15
<b>Idaho</b>			
★ Boise .....	191.0	108.4	4.70
<b>Illinois</b>			
★ Rockford .....	198.2	112.5	6.71
Peoria .....	176.0	99.9	10.65

### RETAIL SALES AND SERVICES (SM Forecast for March, 1946)

	City Index	Nat'l Index	\$ Millions
<b>Illinois (Cont'd)</b>			
Chicago .....	169.2	96.0	191.25
East St. Louis..	164.9	93.6	4.61
Springfield ...	146.5	83.1	5.10
Moline-Rock Island-			
E. Moline ....	136.8	77.6	6.00
<b>Indiana</b>			
★ Evansville ....	229.2	130.0	9.17
★ Fort Wayne ...	186.5	105.8	10.11
Gary .....	168.0	95.3	7.72
Indianapolis ....	166.7	95.2	31.55
South Bend ...	166.7	95.2	8.85
Terre Haute ..	162.6	92.3	6.20
<b>Iowa</b>			
★ Sioux City ...	178.5	101.3	6.02
Des Moines ..	165.8	94.1	13.50
Cedar Rapids ..	162.7	92.3	6.00
Davenport ....	157.6	89.4	5.33
<b>Kansas</b>			
★ Wichita .....	345.7	196.2	14.75
★ Topeka .....	259.3	147.2	6.47
★ Kansas City ..	186.2	105.7	9.80
<b>Kentucky</b>			
★ Louisville ....	193.0	109.5	27.00
Lexington ....	158.4	89.9	5.38
<b>Louisiana</b>			
New Orleans ..	159.5	90.5	27.50
Shreveport ....	147.7	83.8	7.48
<b>Maine</b>			
Bangor .....	162.7	92.3	3.57
Portland .....	153.1	86.9	7.31
<b>Maryland</b>			
★ Baltimore ....	183.9	104.4	72.00
Cumberland ...	145.7	82.7	5.60
<b>Massachusetts</b>			
Holyoke .....	166.5	94.5	3.72
New Bedford ..	163.6	92.8	6.82
Springfield ....	156.9	89.0	14.15
Worcester ....	156.5	88.8	13.97
Fall River ....	150.1	85.2	6.21
Lowell .....	149.3	84.7	6.00
Boston .....	142.8	81.0	67.50
<b>Michigan</b>			
★ Lansing .....	227.6	129.2	10.50
★ Jackson .....	225.4	127.9	5.72
★ Detroit .....	195.0	110.7	130.00
★ Battle Creek ..	182.7	103.7	5.05
★ Kalamazoo ...	178.5	101.3	7.80
Grand Rapids..	158.2	89.8	14.85
Flint .....	157.2	89.2	14.20
Bay City .....	152.1	86.3	4.80
Saginaw .....	151.8	86.2	7.00
Muskegon ....	144.1	81.8	4.58
<b>Minnesota</b>			
Minneapolis ..	165.6	94.0	52.28
St. Paul .....	163.4	92.7	25.90
Duluth .....	151.5	86.0	7.23
<b>Mississippi</b>			
★ Jackson .....	184.1	104.5	6.50
<b>Missouri</b>			
★ Springfield ....	193.5	109.8	4.73
★ Kansas City ..	179.6	101.9	36.35
St. Joseph ....	170.3	96.7	4.05
St. Louis .....	148.4	84.2	57.40
<b>Montana</b>			
Billings .....	167.2	94.9	3.90

SALES MANAGEMENT

RETAIL SALES AND SERVICES  
(SM Forecast for March, 1946)

	City Index	City Nat'l Index	\$ Millions
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Nebraska

★ Omaha	190.2	107.9	17.07
Lincoln	144.8	82.2	5.66

Nevada

★ Reno	190.2	107.9	4.53
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New Hampshire

Manchester	137.1	77.8	5.41
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New Jersey

★ Paterson	191.0	108.4	16.50
Passaic	164.7	93.5	6.81
Newark	163.3	92.7	43.50
Camden	147.1	83.5	9.06
Trenton	127.2	72.2	9.85
Jersey City-			
Hoboken	116.0	65.8	22.00

New Mexico

★ Albuquerque	193.5	109.8	4.10
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New York

★ Elmira	194.3	110.3	4.04
Schenectady	171.0	97.0	7.25
Hempstead			
Twsp.	168.8	95.8	20.55
Niagara Falls	167.3	94.9	5.48
Binghamton	167.1	94.5	7.42
New York	163.0	92.5	430.50
Rochester	161.5	91.7	24.03
Jamestown	156.2	88.6	2.60
Buffalo	147.5	83.7	33.35
Troy	139.1	78.9	4.00
Syracuse	138.6	78.7	14.75
Utica	128.4	72.9	6.31
Albany	128.0	72.6	8.50

North Carolina

★ Durham	211.0	109.8	5.55
★ Asheville	188.6	107.0	5.65
★ Charlotte	179.5	101.9	10.20
Greensboro	165.9	94.2	5.45
Winston-Salem	142.1	80.6	4.60
Raleigh	130.6	74.1	2.53

North Dakota

★ Grand Forks	193.5	109.8	2.35
Fargo	158.3	89.8	3.82

Ohio

★ Akron	234.3	133.0	20.75
★ Cleveland	191.9	108.9	78.00
★ Canton	183.5	104.1	8.61
★ Dayton	183.5	104.1	21.30
Toledo	163.2	92.6	22.75
Columbus	160.2	90.9	27.25
Cincinnati	160.0	90.8	44.00
Springfield	153.5	87.1	5.00
Youngstown	153.1	86.9	14.60
Zanesville	136.0	77.2	3.80
Steubenville	133.7	75.9	3.65

Oklahoma

Tulsa	172.0	97.6	15.00
Muskogee	165.3	93.8	2.67
Oklahoma City	152.8	86.7	20.50

Oregon

★ Portland	216.5	122.9	42.00
Salem	171.7	97.4	3.45

Pennsylvania

★ Chester	245.0	139.0	5.31
★ York	193.0	109.6	6.25
★ Erie	183.1	103.9	7.80
Pittsburgh	164.3	93.2	53.50
Philadelphia	156.0	88.5	140.00
Wilkes-Barre	150.2	85.2	5.84

RETAIL SALES AND SERVICES  
(SM Forecast for March, 1946)

	City Index	City Nat'l Index	\$ Millions
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Pennsylvania (Cont'd)

Altoona	147.3	83.6	6.05
Allentown	147.2	83.5	7.60
Lancaster	145.5	82.6	5.70
Williamsport	144.8	82.2	3.20
Harrisburg	143.4	81.4	7.68
Johnstown	142.3	80.8	5.73
Scranton	125.5	71.2	7.80
Reading	124.1	70.4	7.85

Rhode Island

Providence	171.5	97.3	28.00
Woonsocket	143.3	81.3	3.60

South Carolina

★ Spartanburg	189.4	107.5	4.41
★ Charleston	185.4	105.2	5.42
★ Greenville	177.2	105.6	5.78
Columbia	157.8	89.6	5.47

South Dakota

★ Sioux Falls	185.7	105.4	4.73
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Tennessee

★ Knoxville	287.3	163.1	10.93
★ Nashville	180.7	102.6	11.95
Chattanooga	164.8	93.5	9.45
Memphis	154.6	87.7	24.00

Texas

★ Fort Worth	211.3	119.9	16.55
★ Houston	207.6	117.8	38.00
★ Corpus Christi	196.1	111.3	7.25
★ Beaumont	194.6	110.4	4.75
★ Dallas	189.3	107.4	30.85
★ San Antonio	187.5	106.4	17.85
★ El Paso	181.8	103.2	5.60
Amarillo	174.0	98.8	4.00
Wichita Falls	173.6	98.5	3.45
Waco	172.2	97.7	4.10
Austin	168.7	95.7	4.45
Galveston	142.5	80.9	6.17

Utah

★ Ogden	220.2	125.0	5.91
Salt Lake City	152.6	86.6	16.80

Vermont

Burlington	134.7	76.4	3.00
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Virginia

★ Portsmouth	287.6	163.2	3.32
★ Norfolk	199.3	113.1	12.89
★ Newport News	189.5	107.5	2.70
★ Richmond	178.4	101.2	20.90
Roanoke	137.7	78.1	6.05
Lynchburg	129.3	73.4	4.35

Washington

★ Tacoma	253.3	143.8	12.55
★ Seattle	233.4	132.5	48.50
Spokane	160.5	91.1	13.40

West Virginia

★ Huntington	185.0	105.0	6.60
Charleston	154.6	87.7	8.25
Wheeling	125.1	71.0	4.92

Wisconsin

★ Milwaukee	208.7	118.4	47.10
★ Superior	201.4	114.3	3.55
★ Madison	182.2	103.4	7.10
★ Sheboygan	177.6	100.8	3.70
Manitowoc	168.5	95.6	2.05
Green Bay	162.6	92.3	5.30
La Crosse	156.4	88.8	3.28

Wyoming

★ Cheyenne	184.5	104.7	1.81
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## Dear Editor:

Continuing interest in editorials and news, particularly marked in the case of returned veterans, has brought a sharp increase in letters to the editor.

This heightened public interest in The Woonsocket Call, with its more than 100% ABC city zone coverage, is an earnest of real results for the consistent advertiser.

Ask the local merchants in this plus city in busy industrial New England.

### THE WOONSOCKET CALL

AND EVENING REPORTER

Representatives:

Gilman, Nicoll & Rutbman

• No current rationing of national advertising. •

## Meet The People Who Grow The Idaho Potato

The Post-Register will introduce your products to the homes of the men and women who grow the big Idaho baker

They have Effective Buying Income of \$58,967,000

FOR DETAILS WRITE

The Post-Register

Idaho Falls, Idaho

Represented Nationally by

WARD-GRIFFITH CO.

New York • Chicago • Detroit • San Francisco

MARCH 1, 1946

[137]



# War is Never Over for the RED CROSS



They need your Red Cross today—and for many tomorrows!

**T**HEY lie in hospitals, thousands of America's finest — sick, cruelly maimed in the fight for our freedom. Who is to write their letters, hear their troubles, answer when they call for "Mom"? Mom can't be there. But your Red Cross can, and *must* be there.

Many thousands more young Americans are still overseas. They, too, count on the Red Cross for comfort and cheer.

So won't you give to the Red Cross? Give *now*. This is *your* chance to say, "Thanks, Soldier, for all you've done!"



**YOUR Red Cross MUST CARRY ON ... *GIVE!***

*Sales Management*



*Prepared by the Advertising Council in Cooperation with the American Red Cross*



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## SALES MANAGER AVAILABLE

Seasoned executive having had full responsibility directing sales, sales promotion and advertising for firm doing national business through branches, jobbers and retailers. Understands budgets, market surveys and analysis. Forceful platform man. Knows entire country. Desires connection with progressive firm where full experience can be utilized. Not afraid of hard work and problems. Prefers midwest location as is living in Chicago. Present income five figures. Age 45, married, two children ready for college. Immediately available. Address Box 2274, Sales Management, 386 Fourth Ave., New York 16, N. Y.

## WANTED

### JUNIOR EXECUTIVE

by an aggressive commercial feed manufacturer in Northeast. Qualifications: Age, not over 40; Education, college or its equivalent; Experience, sales and advertising management, dealer merchandising—agricultural background preferred. Compensation: more than adequate with brilliant future for right man. Our employees know of this advertisement and all replies will be held in strict confidence.

BOX 2273

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## AFTER HOURS

is nothing new to us

True enough, our interviewing hours are limited to three mornings a week—Mon., Tues. and Thurs. But this has been done purposely so we can constantly improve our service.

Many, many more long hours are necessary to achieve our quality of placement work. The more time we can give to searching our files—to studying applicants' resumes—to concentrating on employers' needs—the surer we are of the rightness of our recommendations.

Sound placement work results only from concentrated creative and analytical thinking—not by rushing to fill a job, to plug a hole. This spirit inspired the establishment of our service—in this spirit we seek to serve.

## WALTER LOWEN PLACEMENT AGENCY

Established 1920 as headquarters for

### SALES AND ADVERTISING EXECUTIVE PERSONNEL

Office • Creative • Executive  
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## WASHINGTON REPRESENTATION

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# Comment

BY RAY BILL

**WHAT ABOUT PRICE CRISES?** Since the end of World War II, the USA has gone far astray in demonstrating the leadership qualities that compare with what the same USA demonstrated so effectively during the war. We see the tragic picture of an America marching swiftly and surely into a governmentally managed economy—and this despite the fact that almost no one in a leadership position is intentionally seeking such an objective.

Regardless of whether American management or labor believes sincerely in the enterprise system (and we believe both do) just where are unions, business concerns, and our economy as a whole headed, if wages and then prices only can be determined—and then just temporarily—at the highest levels of the Administrative branch of our Federal Government?

True, it may seem expedient for politicians to give in to labor pressure for higher wages. And it then may be equally expedient and even more necessary for Government to yield on the higher prices inevitably resulting from higher wages. But where are we then? And how often will such a cycle repeat itself? How and when do we hit the turning point or at least level off? The answers are chiefly conspicuous by their absence.

Why should it take six weeks for a company just starting in business to be given a price at which it can sell? If the aim is to check profiteering, why not check up after it has been in business three months, six months, or a year? No new business is likely to get away with much murder in such a short time, but the present policy represents a mighty poor climate for veterans and others to launch the new businesses on which the ultimate solution of employment so importantly depends.

If the selling price of everything from farm products to home building materials on which rising costs force price increases, is to be kept down via subsidies paid by the Federal Government, why bother with anything like MAP? Why not subsidize the low price profitless items so that manufacturers will find it more interesting to concentrate on items which keep the cost of living down at the consumer end—at least in theory? The latter idea is no "funnier" than the former.

Then, too, there is the job that has fallen to Chet Bowles—a Government leader who has our deepest and most friendly sympathy. He has to try to save both faces and fronts, when all the time he is being forced by powers beyond his control to give ground. However heroic the effort may be, he is too good a business man and knows too much about selling to believe that wages can go up while prices stay down . . . to believe that venture capital will create new businesses and expand old ones in the face of profitless or highly unstabilized conditions . . . to believe that much of the price line holding as now practiced will bring about the vitally needed increases in production.

But can't we sound some kind of constructive note in the midst of the present economic and price bedlam?

Perhaps so—and, if so, here are a few suggestions for early consideration:

1. Pass a Federal law and, if possible, a duplicate law in every state, outlawing the general strike. In our economy as it now operates, the general strike is not a fair trading instrument for collective bargaining or any other resolution of economic or political differences of opinion.

2. Stop worrying about profits. Let them run up for a while if they do—on the grounds that relatively high personal income taxes will sooner or later eliminate the main results of profiteering.

3. Stop worrying about profits or any other controls which shut off or curtail production. Let's shoot for the largest possible civilian goods production and see how we all fare—as to jobs, prices, and standard-of-living.

4. Be sure that small business gets a chance to purchase its fair proportion of materials and supplies so that big business, if here and there it should want to be over-greedy, cannot destroy the widespread entrepreneurship which has made this country what it is.

5. Get more sales executives into the counsels of Government, labor, farming, and top management of business.

Sales executives are the lubricant of jobs, prices, profits, stability, security and many other factors which make for a successful economy. Many people in other walks of life think they know what makes our economic system tick, but very few of them really know as much about it as do sales executives. The others don't live close enough to the firing line of our economic life.

Now that we have discovered atomic bombs and much else that is revolutionary from a scientific standpoint, it is high time the American people understood more about our sales-economy. The simple truth is that any and every nation with a high sales cost enjoys relatively great prosperity. This may sound illogical, but is true—and in the USA where sales costs run highest, living standards top the world by a very wide margin. How so? Because production-for-use as the basis of an economy is theoretical bunk. Sales effort that creates widespread desire and resultantly wider distribution alone makes possible the truly large scale production and consumption on which high living standards obviously depend.

We as a Nation, undivided, have got to smash throughout the whole world the preachings of the professor of England, known as Laski, who has the audacity to come to our shores to orate this poison: "Free enterprise and market economy mean war; socialism and planned economy mean peace. All attempts to find a compromise are a satanic illusion."

Poor deluded Laski. He doesn't seem to know that World War II was the by-product of socialist and government-managed states and that Russia with its armed might is a government-managed state that now constitutes a potential threat to future peace.